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GETTING THERE: ADVICE FROM THE EXECUTIVE SUITE

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THE POWER AND THE PAY

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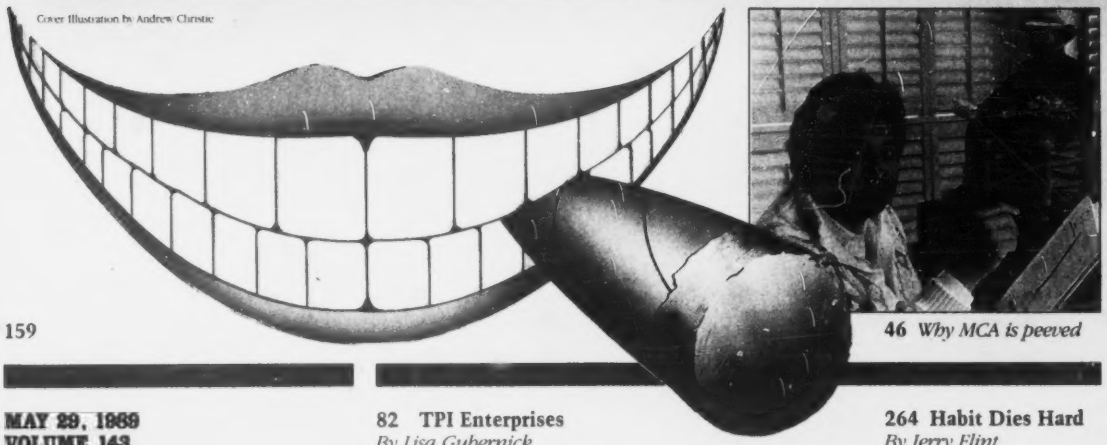

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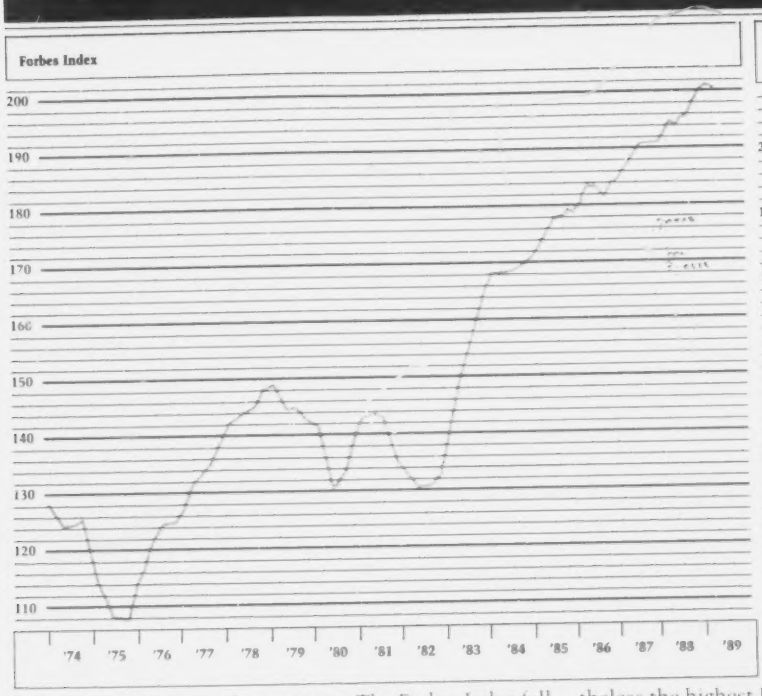
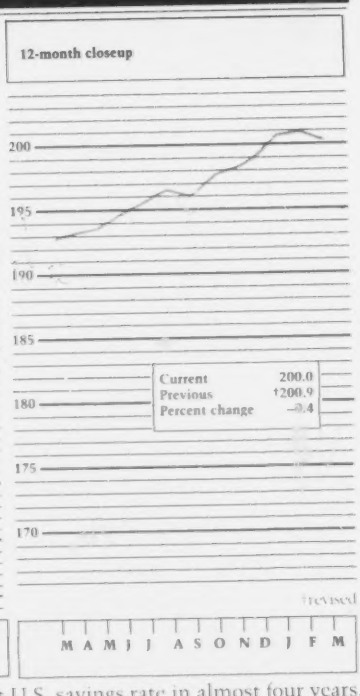
The Forbes Index





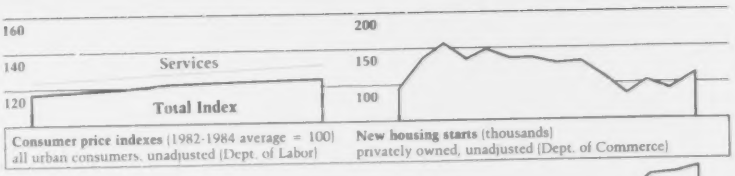
A bit of weakening in the economy. The Forbes Index fell 0.4% in March, the first decline since September. People are getting cautious—or simply more thrifty. In March, when personal income increased 0.8%, the personal savings rate jumped from 5.8% to 6.3% of disposable income. Low compared with Japan and other countries, it is nevertheless the highest U.S. savings rate in almost four years.

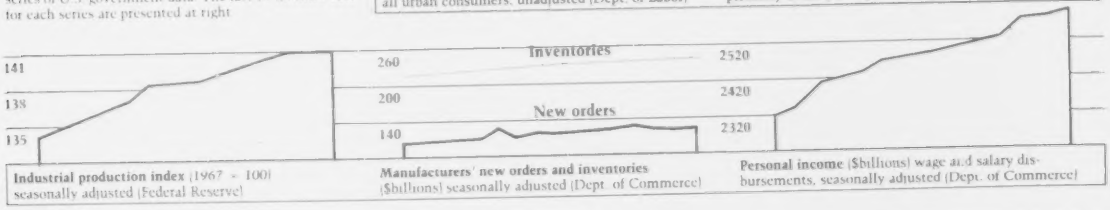
A 0.9% rise in manufacturers' new orders in March was the first increase since last December. Inventories grew 0.4% to a record $239 billion. Civilian unemployment rose 0.3% in April to 5.3% of the work force, the sharpest increase since January 1986.

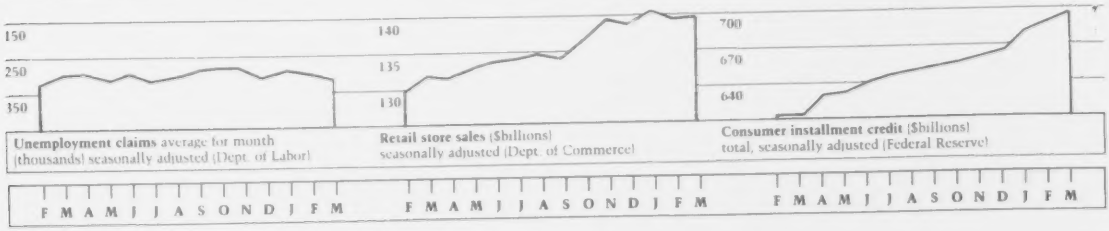
The Forbes Index Components

The Forbes Index is a measure of U.S. economic activity composed of eight equally weighted elements. Total industrial production, new claims for unemployment compensation, the cost of services relative to all consumer prices, the level of new orders for durable goods compared with manufacturers' inventories, total retail sales, new housing starts, personal income, total consumer installment credit.

To measure these eight elements, Forbes monitors ten series of U.S. government data. The last 14 months' data for each series are presented at right.



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Unemployment claims average for month (thousands) seasonally adjusted (Dept. of Labor)
Retail store sales ($billions) seasonally adjusted (Dept. of Commerce)
Consumer installment credit ($billions) total, seasonally adjusted (Federal Reserve)
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Roger Milliken is a billionaire several times over, a brilliant businessman who built a superb company in a sick industry. But he isn't immortal, and heirs are unhappy.

Can Roger Milliken emulate William Randolph Hearst?

By Alyssa A. Lappen

ROGER MILLIKEN IS ONE of the great businessmen of the modern era. Almost unsung—and preferring it that way—Milliken used innovation and intelligence to turn a family business in a sick industry into an immense fortune worth nearly $4 billion. Business people looking for lessons on success and survival in a rapidly changing world would do well to study Milliken's record as well as his career.

But this is also a poignant story, an account of a 73-year-old fighting to preserve what he created against a clamor among some of the family's heirs for control. If the heirs have their way, Milliken & Co. may not survive in its current form.

Where did Milliken make his mon-

Eddie Keating

Textile tycoon Roger Milliken in his New York showroom
When the crunch comes, cash is king.

ey? Wall Street? Computers? Media? Nothing so glamorous. Roger Milliken is a textile man, and his Milliken & Co. stands out among its generally lackluster competitors.

In an industry littered with debt-ridden companies earning pathetic returns, Milliken & Co. is almost debt-free, and FORBES estimates that the company's aftertax earnings average at least 8% of sales—more than two times the textile trade median and 60% higher than U.S. industry in general. Its cash flow is at least $400 million a year. That is more than Burlington Industries, Springs Industries, West Point-Pepperell and Fieldcrest Cannon combined. Almost all of Milliken's cash flow is reinvested in the business, with annual dividends no more than 5% of aftertax income, or about $10 million a year.

Milliken & Co. is the jewel in the family crown. If the closely held company were sold today, the price tag would easily be $3 billion. Other family interests in retailing and real estate are worth at least $700 million. For years FORBES has estimated the family wealth at about $1.4 billion; but still we find we were off by as much as 60%. Any way you count it, this is one of America's great family fortunes.

Milliken & Co. is by far the textile industry's leader in research, technology, quality and services.

If much of this has gone unnoticed, it is because Roger Milliken wants it that way. Roger Milliken is so passionately secretive that few of the company's 200 or so shareholders have ever seen the company's results. Even within the industry, few people know how big the company is, but after months of checking, FORBES estimates that the company's revenues are roughly $2.5 billion, far higher than most outsiders had ever estimated. Its unfinished fabrics, apparel and chemicals division has estimated sales of $1 billion; automotive and elastic fabrics division, perhaps $600 million; industrial goods, some $550 million; and interior furnishings, about $320 million.

Interviews with more than 100 former executives, competitors, suppliers, customers and others have brought to light a detailed picture of this intensely private company.

Roger Milliken agreed to be interviewed by FORBES only on industry issues. Regarding most questions FORBES asked about his company, Milliken snapped, "You've crossed the line."

Roger's grandfather, Seth Milliken, and William Deering started the company in Portland, Me. in 1865 as an agent selling fabric. [Deering later left to start the firm that became Navistar.] Soon Seth moved the business to New York City and began collecting the accounts receivable for textile mills around New England and the South. This put Seth in an ideal position to spot mill owners who had fallen on hard times. He built his company in large part by buying up such ailing mills. Gerrish Milliken, who was Seth's son and Roger's father, continued that tradition right through the Depression, keeping the company debt-free and liquid, ready with cash when others lacked it.

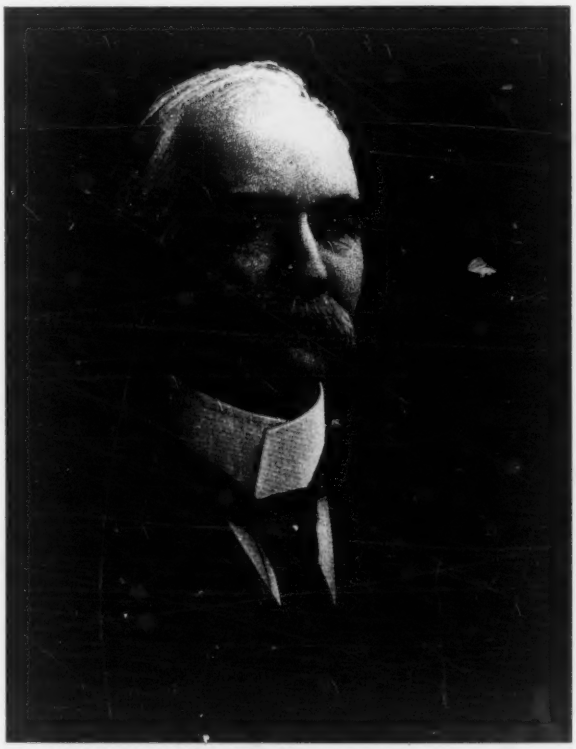
The Millikens built their business on a simple piece of experience: Debt and leverage are wonderful when times are good, but when the crunch comes, cash is king. Most U.S. business people have forgotten this fact. It is engraved, as it were, on the Milliken family crest.

Roger Milliken can be alternately gruff and charming, and that's how he runs his company. He refers to his style as "management by wandering around." Milliken has an office at the back of his home, a modest colonial not far off Pine Street in Spartanburg, S.C. But most of the time he is on the road, crawling under the latest textile machinery or exhorting one of his managers on how to maintain customer loyalty. He regularly visits his 57 plants. Despite his age and his wealth, he still works 90 to 100 hours a week.

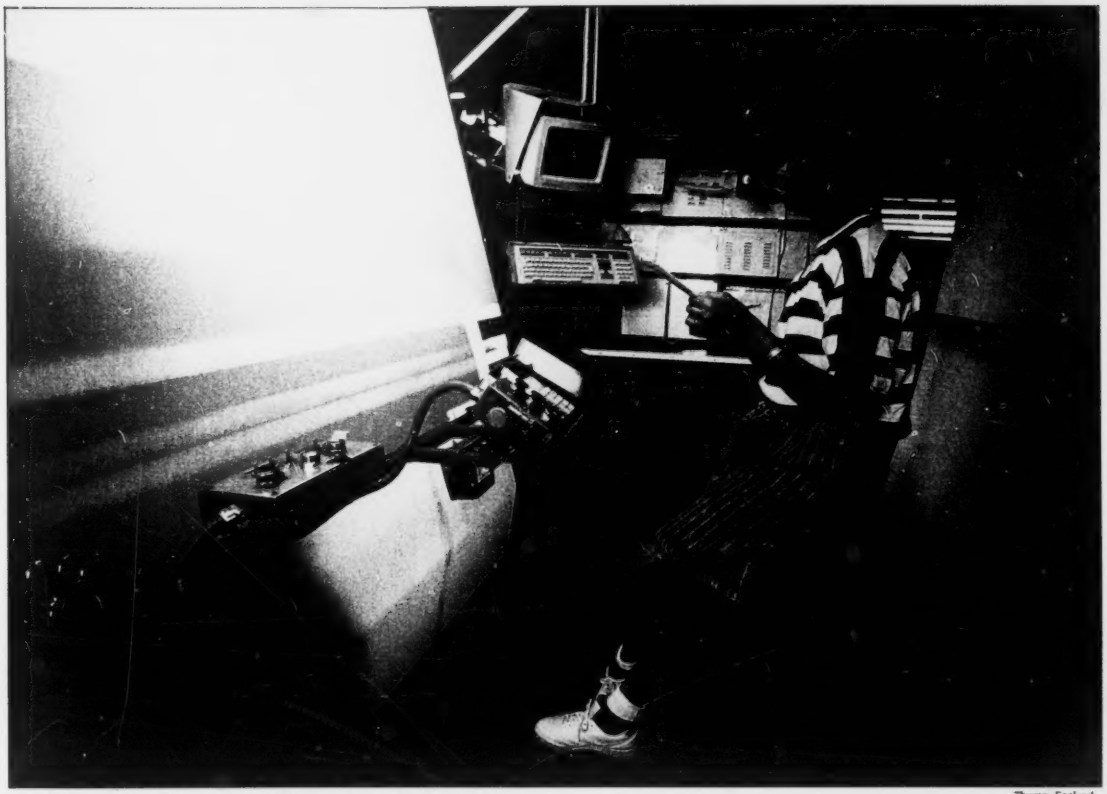
Slow down? "The world makes it [hard work] necessary. Competition gets tougher and things move faster," he says in a rare interview aboard his private jet, bound for Boston where he will lecture to an executive training program at Harvard Business School.

Milliken has become somewhat more public in recent years—but only to a degree. Friends say he changed markedly after surviving a helicopter crash in 1984. Before the accident, he stuck almost exclusively to his own business. When he ventured elsewhere, whether lobbying in Washington or working a textile trade show, he preferred to use his influence behind the scenes *(see box, p. 60)*. But in the past five years he has opened up, even agreeing to lead various national business campaigns. It was just after the accident, for instance, that Milliken reversed an earlier decision and took command of the textile industry's national effort to get Americans to buy more U.S. products. Even here, he hasn't moved far from his own industry.

Milliken is hardly a household name, but its products—usually unlabeled—are all around us. The company controls about 30% of the $1.2 billion U.S. market for the stretch fabrics that are used in swimsuits and sportswear. Another big Milliken business is selling cloth for uniforms worn by workers at Burger King, McDonald's, Hertz and Avis. Milli-



Seth Milliken, the firm's cofounder
Building on a base of troubled mills.



Thomas England

A Milliken & Co. worker in Pendleton, S.C. checks for defects
The fastest looms, the highest-quality knitting machines.

ken has about 40% of the more than $300 million market for acetate and acetate blends used in coats, casket linings and women's outerwear. In the $900 million market for automotive fabrics, the company has a share of perhaps 25%.

While many a textile baron has milked his mills dry, Milliken reinvests as if he were running a startup software company. In an industry that has been around since the dawn of time, he still pours his money into technology—the fastest looms, the highest-quality knitting machines, the most efficient yarn spinners. Even the company headquarters in Spartanburg look more like a research institute than a textile outfit. As if to underscore Milliken's outlook, the sign at the entrance reads "Milliken Research Corporation." Mere window dressing? No. Milliken & Co. has more than 1,200 patents—on everything from color-enhancing chemicals to computerized carpet dyers.

Milliken's most celebrated invention is Visa, an easy-care fabric finish used in products ranging from clothing to tablecloths. Brought to market in the late Sixties, Visa put Milliken in the forefront of developing patented finishes for fabric. Building Visa as a name brand helped Milliken reap fat margins, making the product well worth the $100 million he has spent to advertise it.

The history of Visa says a lot about this man's commitment to change. Visa was first made with an irradiation process, which altered its molecules to resist stains. That technique has since been abandoned for a chemical process. Today Milliken engineers are still tinkering in the labs, trying to improve on Visa.

Milliken sometimes gets his hands on new products because of his company's sheer size. He is such a large buyer of fibers from companies like Du Pont and Hoechst Celanese that he sometimes negotiates exclusive rights to buy certain types of new fibers. These rights, usually lasting six months or a year, allow Milliken to offer his own customers hot products that competitors cannot.

When new spinning or knitting machines come out, he's been known to buy all the manufacturer can make, giving Milliken & Co. an edge. A few years back Milliken sent 235 managers to Paris for a machinery show, filling an entire hotel for a week. Since 1985 he has bought 1,500 of the latest Japanese looms. Recently he bought 500 more Belgian looms, which will go in this year. While making cloth for products like nylon jacket shells or coat linings, the looms can stop automatically to pick out defects and then restart themselves.

Automation helps keep labor costs down. Milliken plants with as many as 400 high-speed looms can run with only three or four weavers per shift. On top of that, Milliken's factories run around the clock, seven days a week, because of a unique system of rotating shifts. Overall, Milliken employs only about 14,000 people. Compare this with competitor Springs Industries, whose sales are 30% lower but employs 9,000 more people.

Roger Milliken is not beloved of labor unions. He returns the compliment. His most famous stand against labor came in 1956. One day after workers in Darlington, S.C. voted to unionize, he announced the closing of their plant. The resulting legal tangle landed in the Supreme Court and took 24 years to unravel. Milliken lost and

eventually settled out of court, paying $5 million to the workers. But he won the war. Since Darlington, the unions have made token leafleting efforts at Milliken & Co. mills, but they know Roger Milliken is a tough—some say impossible—nut to crack. He pays wages that are competitive with those in unionized mills, but because he can set his own work rules, his plants are more efficient than unionized plants. This is the real gist of his dislike of unions: They help neither business nor the workers themselves.

Milliken expects his managers to work every bit as hard as he does. He rarely hires them from other textile companies, preferring to cultivate his own army of graduates from colleges such as Georgia Tech, Clemson, Tulane and MIT. The recruits start on the factory floor, and if Milliken judges them good enough, they get a chance to move up. Milliken doesn't hold back on salary: His average plant manager can earn 30% more than other firms pay. Apparently content, many executives have been at the company for 20 or 30 years. But workweeks run 60 hours, and Milliken often calls meetings on weekends. Says one departed Milliken executive, "He's very nice, but he's a tough taskmaster, not your pal."

Milliken is a management pioneer. The recently popular management technique of looking at each aspect of a business as a profit center is old hat to him. Milliken & Co. has about 50 strategic business units, which make everything from Lycra fabric for bathing suits to auto upholstery to industrial rags. Each separate unit reports profit and loss results—and not by quarter but by four-week "periods," 13 per year.

Milliken hates to take back goods once he has sold them. One way he avoids returns is by having such high quality that customers can't find any defects. In fact, a "zero defects" program has cut flaws so sharply that many customers no longer inspect Milliken & Co. shipments. Company insiders say that by cutting waste the quality program has sharply increased Milliken's already fat profits. Quality control has helped the company get jobs, too. Its industrial division, for example, is the only U.S. firm approved to supply braided polyester tire cord to Michelin.

In these days of international competition, no business can ignore costs, and Milliken knows how to play into this cost awareness. Years ago Milliken set up his own truck delivery system, for instance, and began mailing customers fake monthly "freight save" checks to remind them of how much cheaper his transport service was than commercial truckers. Milliken also sends cost reduction teams to customers' plants to give advice on process engineering. Napery customers who make a business of renting tablecloths and linens to restaurants are schooled by Milliken specialists in the most efficient washing techniques. Milliken's current penny-pinching crusade is for Quick Response, a computerized just-in-time ordering service to which Milliken & Co. has wired all its major customers, who together account for more than 50% of sales.

While this native New Yorker knows how to play to the hilt the southern courtesy and hospitality role, he is, when it comes to the bot-

The conservative's conservative

The 1988 Republican Convention was in many ways the crowning achievement of Roger Milliken's three-decade campaign to build the GOP in the South. In 1964 Milliken influenced South Carolina's Strom Thurmond in his decision to abandon the Democrats for the Republicans. Thanks partly to Milliken, the GOP has swept the South in the past three presidential elections.

But Milliken was not rejoicing last August. He felt betrayed. The party he worked so hard to build had refused for more than a year to back legislation that would have insulated his industry and his own textile empire from foreign imports. Though Milliken had been to every Republican convention since 1956, last summer he sat at home and watched on TV.

Milliken has always had a personal interest in politics. "Richard Nixon would not have been President and Ronald Reagan would not have been President were it not for Roger Milliken," says former South Carolina Governor Jim Edwards, himself a beneficiary of Milliken's political support. Milliken stumped for Barry Goldwater in the early Sixties and then helped to orchestrate Nixon's 1968 presidential fund-raising efforts in the South from Milliken & Co. headquarters in Spartanburg, S.C.

Nixon still counts himself among Milliken's greatest admirers. Reagan should, too: In 1976 Milliken was one of those behind the scenes who convinced the Republicans that Reagan would have a better shot at the White House in 1980 if the party kept him off Gerald Ford's ticket.

Eyebrows were raised in 1972 when Nixon named Milliken's longtime friend Frederick Dent as Secretary of Commerce. During Dent's tenure, the U.S. adopted one of the most protectionist measures in modern U.S. history—the 1974 Multifiber Agreement, under which the U.S. established quotas limiting imports of synthetic and woolen apparel from nations such as Korea, Hong Kong and Taiwan.

Milliken's critics see this as naked self-interest. "He's a protectionist hog, H-O-G," says Representative Sam Gibbons (D–Fla.), whose House trade subcommittee has often battled Milliken's textile lobby over proposals to further limit textile imports. Says Gibbons, "The textile industry is doing real well. They don't need our help."

Milliken, despite his dismay over the Republican Party's free-trade stance, remains a conservative's conservative. The family's private foundations donate funds to groups like the Heritage Foundation and the Free Congress Research and Education Foundation. Milliken himself "invested" $5,000 in a limited partnership formed to market Representative Newt Gingrich's *Window of Opportunity*, a book that advances the views of America's conservative movement.

But for what Milliken gives he would like something back. And he is not shy about asking. Questioned about textile imports, he quickly whips a set of statistics from his jacket pocket to illustrate his rapid-fire narrative: "The textile industry believes legislation is absolutely essential to see that our 46% share of the domestic outerwear apparel market continues to be made in the U.S." Free trade? Fine in theory, but Roger Milliken is, after all, a businessman.—**A.A.L.**

Beneath the veil

Milliken & Co. is far bigger than most outsiders had ever realized. Its sales total roughly $2.5 billion. Profits, at about $200 million, outstrip those of its four largest rivals combined. Also, Milliken carries no debt.

Company	1988 Sales	Net earnings ($millions)	Depreciation	Debt as % of equity
Milliken[1]	$2,500	$200	$200	0%
Burlington Industries	2,147[2]	(24)	94	197[3]
Springs Industries	1,825	64[4]	63	44
West Point-Pepperell	2,150[5]	72[4]	76	126
Fieldcrest Cannon	1,340	11	31	128

[1]Forbes estimates. [2]Excludes divisions since sold. [3]As a result of an LBO by Morgan Stanley. [4]Before nonrecurring expenses or gains. [5]Includes $757 million in apparel business and five months' ownership of J.P. Stevens.

tom line, all business. Says Joseph Haggar, president of Haggar Apparel Co. in Dallas, "There's never a visit with Roger when he doesn't talk about money and orders."

And don't be late in paying your bills to Roger Milliken. In the unfinished gray-goods division, for example, Milliken insists that customers pay their bills in 30 days, as against the 60-day payment period that is standard in this part of the textile trade. If customers don't pay on time, Milliken has been known to hold up further shipments—and bill the "deadbeats" for storage. Milliken has lost some customers because of his strict payment policy, but he knows all too well what happens to mills that are too lenient with customers; his family company was built on the remains of some of them.

He can be stubborn, too. He shunned cotton in the early 1980s because synthetics require less labor and he didn't want to meet government cotton dust rules—which he fought for years in another long legal battle. He ignored the American trend toward wearing all natural fibers, and now he's scrambling to catch up.

Acquisitions? Milliken considered buying West Point-Pepperell's Alamac knitting division last year, but backed out probably because the price was too rich. Instead he may be moving toward diversification. In 1988 the company opened a new chemical plant in Blacksburg, S.C. to make Millad, a clarifying agent for polypropylene bottles, housewares and medical supplies. The market is still small—perhaps $10 million—but it is growing fast. With prices at $10 to $20 per pound, the Blacksburg plant is tripling capacity.

Milliken has spent most of his life fighting imports and, in fact, gets overseas sales where he can. He has eight plants abroad, in places like Britain, France and Belgium. Right now he is in a joint venture making nonwoven fabrics with a French partner. Milliken also is selling to Japanese automakers from a new Tokyo office.

And Roger Milliken's reach extends well beyond textiles. His family owns a 41% stake in Mercantile Stores (1988 sales, $2.3 billion). Today that stake is worth some $700 million. As a director of Mercantile, Milliken has again shown his golden touch: The chain's aftertax margin, at 6%, is double the industry average. Besides Mercantile, the Milliken clan also holds some 100,000 acres of timberland in Maine worth some $20 million.

But this driven, brilliant man may be the last in the family dynasty, and his empire may not last as long as he hopes. He decided long ago to keep the heirs out of the company. In 1955 he fired his brother-in-law, W.B. Dixon Stroud. In 1984 Milliken officially broke the chain of family command by naming Thomas Malone, age 49, president and heir apparent. His brother, Gerrish, and cousin Minot Milliken, both board members, evidently went along. He also revised the company charter to expand the board to include as many as 13 directors, with only a few of those seats available to shareholders, who are almost all family.

Milliken has never explained why he excluded his family from management. He has five children, Roger Milliken Jr., Justine, Nancy, David and Weston, but he has also left out 16 nieces and nephews, none of whom has ever worked for the company.

Roger Milliken's chosen successor, Tom Malone, is credited with instituting Milliken & Co.'s successful quality program. But Malone will have problems filling Milliken's shoes. For one thing, Malone's subordinates seem to almost universally dislike him. What's more, even among those who fear him, Malone doesn't automatically elicit the respect that Milliken does.

What has Milliken got in mind for the empire he created? Perhaps he hopes to rule from beyond the grave. Through individual holdings and more than 50 family trusts, Milliken, his brother, Gerrish, and his cousin Minot control more than 50% of the company's common stock and 30% of its preferred. The recently amended certificate of incorporation extends that control by creating a self-perpetuating board dominated by outside directors and managers handpicked by Roger Milliken. The new rules also dictate that Milliken & Co. cannot be sold unless 75% of the voting power approves. In this, Milliken may be copying the example of William Randolph Hearst, who bypassed his heirs and ceded control of Hearst Corp. to a handpicked, self-perpetuating board (Forbes, *Dec. 14, 1987*). For Hearst it worked; the board has run the company with great success, so much so that it remains private and growing 38 years after the founder's death.

But this plan for preserving the empire may founder on legal rocks. In a family as old as this one, there are inevitably heirs who, while frozen out of management, own substantial blocks of stock. Four of the seven children of Milliken's late sister, Joan Milliken Stroud, whose family owns a stake of about 15% are disgruntled with a situation that prevents them from having any control over how the company is run. They have sued Milliken and his board at least three times to get information and to prevent what they consider an illegal trampling of their rights. From all indications, this family argument could soon break into open corporate warfare, an embarrassment for a family that for generations has closely guarded its privacy.

It's a poignant dilemma for Roger Milliken: He wants his creation to live beyond his own life span, and well into the next century.

But the legal fact is that the company does not entirely belong to him. He wants a monument, many of his heirs want more control.

But whatever happens, Roger Milliken's reputation as one of the era's greatest businessmen is secure. ■

THE POWER AND THE PAY

THE 800 BEST PAID EXECUTIVES IN AMERICA

Page 162 *Life beyond work*

Page 192 *Who gets the most pay*

Miss Marple meets the modern proxy

It takes a determined detective to tackle the modern proxy statement. At least once a year, all publicly owned companies with more than 500 shareholders and assets of more than $5 million at fiscal year-end must send shareholders a proxy showing, among other things, how much the most highly compensated executive officers were paid. But figuring out what they really make is anything but a straightforward task.

Consider the case of Jefferson Smurfit's Michael W.J. Smurfit. In an easy-to-read table on page 7, the company's latest proxy clearly states that Smurfit's "cash compensation" was $630,000 last year. According to the related footnotes, this sum includes cash bonuses and amounts contributed to various benefit plans such as the Employees' Retirement Savings Plan and the Deferred Compensation Capital Enhancement Plan.

Now, $630,000 is a lot of money. But it's a far cry from $9.3 million, which was Smurfit's total compensation in 1988. Where did the missing $8.6 million come from?

Look again at those proxy footnotes. They reveal that Smurfit's 1988 cash compensation excludes what he was paid by a deferred bonus plan, a stock option plan and amounts earned under the management incentive plan.

How much? Keep reading, and the proxy shows that Smurfit received $2,976,573 from a deferred bonus plan. Under this plan key executives are granted "participation units." The value of these units is a function of the company's aftertax earnings.

What about that management incentive plan? The proxy indicates that this plan awards compensation based on both individual performance and overall company profitability. Under it, Smurfit received $351,538.

Keep digging, and you discover the largest component in Smurfit's compensation last year came from exercising stock options and appreciation rights granted in prior years. His 1988 stock gains came to almost $5.3 million.

Add it all up and Smurfit's total compensation in 1988 was $9.3 million. The case is solved.

Cash kings

Ranked below are the 25 chief executives who earned the most cash—salary and bonus—compensation last year. Notice how the realization of large stock gains tends to be an infrequent event.

Company	Chief executive	—Salary + bonus*— ($000) 1987	1988	% increase 1988/1987	——Stock gains ($000)—— 1987	1988	% change 1988/1987
Reebok International	Paul B Fireman	$15,424	$11,439	–26%	0	0	
Walt Disney	Michael D Eisner	6,730	7,506	12	0	$32,588	
Reliance Group	Saul P Steinberg	4,272	4,498	5	0	0	
Warner Commun	Steven J Ross	3,125	4,481	43	0	8,822	
Toys "R" Us	Charles Lazarus	3,594	4,429	23	$56,410	0	
Morgan Stanley	S Parker Gilbert	3,000	4,425	48	0	0	
Salomon	John H Gutfreund	1,253	4,000	219	0	0	
Columbia S&L Assn	Thomas Spiegel	3,860	3,960	3	0	4,106	
Hewlett-Packard	John A Young	1,099	3,749	241	256	1,988	676.6%
American Family	John B Amos	2,957	3,700	25	0	749	
Gulf & Western	Martin S Davis	2,299	3,673	60	0	0	
Leslie Fay Cos	John J Pomerantz	NA	3,442	NA	0	0	
Ford Motor	Donald E Petersen	3,730	3,285	–12	0	7,151	
American Express	James D Robinson III	1,973	2,764	40	989	6,419	549.0
Tyson Foods	Don Tyson	3,447	2,568	–25	0	0	
Merrill Lynch	William A Schreyer	1,902	2,500	31	0	0	
Apple Computer	John Sculley	2,140	2,479	16	0	7,013	
Occidental Petroleum	Armand Hammer	1,938	2,455	27	0	0	
Bear Stearns Cos	Alan C Greenberg	5,712	2,448	–57	0	0	
General Electric	John F Welch Jr	2,057	2,352	14	0	0	
ITT	Rand V Araskog	1,840	2,234	21	1,027	617	39.9
Intl Minerals & Chem	George D Kennedy	1,100	2,188	99	0	0	
Coca-Cola	Roberto C Goizueta	1,823	2,164	19	969	0	
Textron	Beverly F Dolan	1,855	2,066	11	657	0	
Ogden	Ralph E Ablon	1,389	2,058	48	3,651	2,282	–37.5

*Excludes other compensation; see tables pages 192ff. NA: Not available.

Note that most of Smurfit's compensation was earned by exercising stock options. The boards of most public companies grant key employees options to buy the company's stock for many years in the future at a fixed price. This "exercise" price is usually the price of the stock at the time the option is granted. Such options are usually good for about ten years. If the stock appreciates in this period and options are exercised, the difference between the exercise price and the stock's current price is also a form of compensation. Last year, Walt Disney's Michael Eisner realized $32.6 million that way.

For executives, there are drawbacks to stock options. Timothy Kochis works on compensation plans for many ranking executives as national director of personal financial planning for Deloitte Haskins & Sells, the big accounting firm. Kochis points out that one problem with stock option plans is that an executive must often come up with a significant amount of cash to exercise his options. Moreover, says Kochis, under Section 16-B of the Securities Exchange Act of 1934, insiders must hold stock received from exercising stock options for six months before selling. A lot of unpleasant things can happen in six months to drive the stock back below the option price. That can create a lot of pain for executives who have borrowed the money to exercise the options.

To get around these problems, boards can give their executives stock appreciation rights. With these, the company simply credits the executive with stock at the prevailing market price. If the price subsequently rises, the executive "exercises" the appreciation right by asking the company to pay him the difference between the old price and the current price. That way, the executive needn't come up with money to buy the stock. Nor, in most cases, does he have to wait six months to sell the stock.

The rewards from appreciation right plans can be handsome. But there is a drawback to stock appreciation rights, too. As they accrue, companies must charge the accruals against earnings. This drawback, combined with the possibility that the Securities & Exchange Commission will relax its Section 16-B, leads Deloitte's Kochis to predict: "Companies won't be as likely to adopt stock appreciation rights plans in the future."

Few corporate proxies make it easy to see how much top executives make each year from exercising their options

Bragging rights?

Within and between U.S. industries, the level of chief executive officers' total compensation varies enormously—from Michael Eisner's $40 million, all the way to A. Bronson Thayer's $9,000.

Industry	Number of cos	median ($000)	Total compensation: highest paid company	highest paid executive	($000)	lowest paid company	lowest paid executive	($000)
Beverages and tobacco	10	$1,510	Anheuser Busch	August A Busch III	$3,684	Adolph Coors	Jeffrey H Coors	$363
Communications media	21	1,473	Time Inc	J Richard Munro	7,413	Tele Commun	John C Malone	415
Financial services	17	1,339	American Express	James D Robinson III	11,241	Southmark	Arthur G Weiss	480
Food processors	23	1,320	Ralston Purina	William P Stiritz	13,005	Holly Farms	R Lee Taylor II	262
Surface transportation	13	1,297	Alex & Baldwin	Robert I Pfeiffer	2,176	Roadway Services	Joseph M Clapp	445
Leisure and recreation	18	1,246	Walt Disney	Michael D Eisner	40,100	UA Commun	Stewart D Blair	295
Health	29	1,196	Bristol Myers	Richard L Gelb	14,138	Genentech	Robert A Swanson	425
Industrial and office services	17	1,185	Waste Mgmt	Dean L Buntrock	8,584	Microsoft	William H Gates III	175
Consumer products	17	1,179	Clorox	Charles R Weaver	3,207	Whirlpool	David R Whitwam	576
Conglomerates	9	1,110	ITT	Rand V Araskog	3,038	Berkshire Hathaway	Warren E Buffett	101
Chemicals	31	1,078	Sterling Chem	J Virgil Waggoner	7,380	Gr Amer Mgmt	Samuel Zell	28
Aerospace and defense	21	1,070	Litton Industries	Orion L Hoch	4,608	Grumman	John O'Brien	515
Telecommunications	19	1,032	US West	Jack A MacAllister	2,347	McCaw Cellular	Craig O McCaw	304
Construction	21	990	Exco Laboratories	John E Fort	3,340	Turner Corp	Alfred T McNeill	285
Apparel, shoes and textiles	9	985	Reebok Intl	Paul B Fireman	11,443	Nike	Philip H Knight	260
Oil	31	978	Mobil	Allen E Murray	2,847	Amerada Hess	Leon Hess	315
Insurance	45	975	American Family	John B Amos	4,526	Washington Natl	Robert W Patin	188
Retailing	37	904	Toys 'R' Us	Charles Lazarus	4,429	Price Co	Robert E Price	230
Metals	18	889	Reynolds Metals	William O Bourke	1,408	Wheeling Pitts	Wm I Schaffenberger	300
Computers and electronics	32	863	Digital Equipment	Kenneth H Olsen	9,984	Intergraph	James W Meadlock	263
Automotive	20	860	Ford Motor	Donald E Petersen	10,491	Eruehaut	E Neal Combs	265
Packaging	7	841	Jefferson Smurfit	Michael W J Smurfit	9,252	Longview Fibre	Richard P Wollenberg	379
Heavy equipment	14	826	Parker Hannifin	Paul G Schloemer	2,103	Timken	William R Timken Jr	556
Paper	13	823	Mead	Burnell R Roberts	4,087	Consolidated Papers	George W Mead	398
Air transport	9	809	UAL	Stephen M Wolf	6,423	Pan Am	Thomas G Plaskett	507
Natural gas	16	729	Pacific Enterprises	Paul A Miller	1,302	Kansas P&L	David S Black	271
Electrical equipment	7	638	Emerson Electric	Charles F Knight	2,345	Square D	Jerre L Stead	532
Banks and thrifts	185	604	Columbia S&L	Thomas Spiegel	8,734	First Florida Banks	A Bronson Thayer	9
Food distributors	19	589	Kroger	Lyle Everingham	4,873	Bruno's	Angelo I Bruno	322
Electric utilities	62	441	Ipalco Enterprises	Zane G Todd	1,769	PSI Holdings	James E Rogers Jr	59

and rights. Instead, many report the total gains for three- or even five-year periods. In its latest proxy, American Express reports that Chief Executive James D. Robinson III realized stock option gains of $7.69 million over the past three years. How much of that was realized in 1988? To answer that question, you have to dig out the proxies for 1986 and 1987, which show that Robinson's gains from exercising stock options in those two years could not have exceeded $1.27 million. Subtract this amount from the three-year figure given in the 1988 proxy, and Robinson's realized gains on stock options in 1988 came to at least $6.42 million. That boosted his total compensation last year to $11.2 million, but it took plenty of financial detective work to arrive at that figure.

It's interesting to note that despite the recent income tax rate cuts, deferred compensation plans remain popular. Fredrick Schick, a senior executive compensation consultant with the Chicago branch of Noble Lowndes, says the number of such plans offered by companies with sales of over $1 billion increased 20% last year alone.

They come in all shapes and sizes. In one popular variety, the executive has the right to defer a portion of compensation until termination or retirement. Does this make sense? That depends on the tax and interest rate assumptions you make. Deloitte's Kochis notes that many companies pay interest at prime or better on their executives' deferred compensation accounts. "Compounding pretax money gives you some very, very attractive aftertax returns," says Kochis. But he concurs in Schick's warning that an executive risks losing his entire deferred compensation bundle should his employer go bankrupt, or even be taken over.—**Susan Chin**

People at the top in their own words

By Patrice Duggan, Michael Fritz, William Heuslein and Lisa Scheer

THE 800 PEOPLE who run the country's largest companies collectively earned $782 million last year. Almost half of them were paid $1 million or more, including gains realized on company stock options. (The dollar figures below are the executives' total 1988 compensation.)

So much for gross abstractions. What do individual chief executives actually think about—and do with—all the money they make? Is there life after work?

To find out, we called dozens of the country's highest-paid executives and asked a lot of questions: How do you spend your leisure time? Where do you go on vacations? Do you have a second home? Where? What career advice do you have for young people? How do you invest your money? And so on.

Some of the executives we contacted were understandably reluctant to talk about such personal matters. But many more responded generously and articulately. What emerged from the interviews were portraits of chief executives as people of parts—hard to generalize about, impossible to stereotype. Work is, of course, important. But so are skiing trips, charity and community service work, and—clearly above all—families. Many of the executives said they were surprised to be earning as much as they are.

Here, 44 of the country's best-paid executives talk to FORBES about things they don't often talk to reporters about.

Ralph E. Ablon

Ogden Corp.

$4,340,000

"The Lamborghinis, Ferraris and jumping horses are behind me. I have deteriorated to fishing—anywhere, anytime," including Newfoundland for salmon, Florida and Costa Rica for tarpon. Also swims four days a week and builds furniture at Connecticut workshop. Drives automatic shift 1989 12-cylinder Jaguar coupe—"a sheer, absolute, pure indulgence."

Career advice: "A job is a means to an end. If you're looking for a specific career because you think it will make you happy, forget it. You have to make you happy. Jobs—even salaries—don't do it once you get used to them."

On achieving success: "A successful person is generally somebody who has been in the right place at the right time and in possession of an idea whose time had come. The fact that he looks back many years later with a fair amount of money in the bank and earnestly tells everybody how he planned it—this is mostly for his own consumption. I'm much more inclined to think of what I do as a grown-up version of kids' games: king of the hill, duck on the rock, run sheepie run. But I'm not very popular with my peers."

Most admired person: "Your boss, Malcolm Forbes. Most people are so busy pretending what they're not that

we never know who the hell they are. I admire his self-sufficiency and his unabashed joy in living."

Biggest personal expenses: New York and Connecticut homes. Also his fishing boat.

Personal investments: Divides investment portfolio evenly among fixed-income securities, equities and real estate. Uses an adviser to help execute plan.

Best investment outside Ogden: "The real estate I bought to live in." Worst: stocks. "I have never owed money to anybody since I got out of college."

On earning more than $4 million in 1988: "I regularly get letters from people questioning whether that is justifiable pay for a CEO. I know exactly how they feel. I live on a scale that my parents would not have dreamed of. When I was getting out of college and planning to live very happily with my wife on $75 a week, the president of U.S. Steel was getting $75,000 a year. I would have signed a lifetime contract for $15,000 a year and been willing to sign a petition saying that nobody should earn over $25,000 a year, and then gone out and voted for Norman Thomas for President."

On passing on wealth: "I have wanted to make sure that my four children could take any job they wanted and not be obliged to take something to afford a car or an apartment. So I have made sure my children have a very modest kind of income source, entirely for the purpose of giving them freedom of choice as to what they do. It doesn't mean they can have a house on the Riviera. It means they can drive a car and pay rent or buy an apartment."

Dexter Baker

Air Products & Chemicals

$1,895,000

A ten-year resident of Wimbledon, England—where at 30 he set up the European operations for Air Products' industrial gas business—Baker played tennis greats Ken Rosewall, Rod Laver, Arthur Ashe, in round robin Pro-

Am tours. With wife, Dottie, owns second home on golf course at Hilton Head, S.C.

"We're on the eighth fairway, but we're only one fairway away from the tennis court. I've been accused of interviewing our daughters' boyfriends on the tennis courts." In addition to Hilton Head home, has house on 20 acres in Allentown, Pa. and a condominium in Boca Raton, Fla.

His biggest personal expense is charitable contributions. "I contribute between 20% and 30% of my annual income to charities." The beneficiaries include a minority Boy Scout program in Lehigh Valley, the Allentown symphony and chamber orchestras and both Muhlenberg College and Lehigh University.

Personal investments: Biggest investment outside of 340,000 shares of Air Products stock is real estate. Owns a part interest in Allentown

Hilton. Also buys tax-exempt municipal bonds, mostly Pennsylvania school or authority bonds, and Windsor Mutual Funds through Air Products' profit-sharing plan.

Worst investments: tax shelter deals on apartment buildings in other cities. "I got the shelter, but I didn't get much gain." Lesson learned: "Out of sight, out of mind also means out of pocket."

The business leader he admires most: Robert Galvin, chairman of Motorola. "He has gotten everyone in the company thinking quality, and competing with the Japanese on the basis of quality of products and meeting customer satisfaction at a high standard."

William Boeschenstein

Owens-Corning

$2,545,000

"I don't know whether you call it relaxing, but I do play golf and tennis." Also reads business magazines,

current novels—"some that are kind of trashy"—including *Red October*, *Cardinal of the Kremlin* and other Tom Clancy books.

"My principal investment has been in Owens-Corning [he owns 279,100 shares, worth $7.8 million]. Last year I exercised a stock option that was in its tenth year, and that was a major investment for me."

Does his own investing through a diversified portfolio with ten categories and no more than 10% to 15% weighting in each. "I tend to look at the weightings of the sectors and move them around depending on what the economic environment appears to be."

Long-term investor. "I've dabbled in private partnerships, but it's been absolutely minimal. I tend to stick with names like IBM through thick and thin."

Also buys fixed-income instruments maturing in five years or less. "The yield curve being what it is, it doesn't seem the appropriate time to go very long. And the economy is relatively uncertain."

With wife, Molly, buys paintings from art galleries. "We haven't struck any artists who have become well known. We collect on an intuitive basis."

Advice to his children pursuing business careers: "I've long since learned that you don't tell your kids what to do. You let them make their own decisions. I've encouraged our four sons to find something that turns them on, in a field in which they have a significant interest."

Among big expenses are improvements on 60-year-old home in Perrysburg, Ohio, outside Toledo. Owns an apartment in Oceanridge, Fla.

Charities: trustee, Toledo Museum of Art; member, national board, Smithsonian Associates. Boeschenstein contributes primarily to hospitals and to education.

Dean Buntrock

Waste Management

$8,584,000

If I didn't exercise stock options this year, you wouldn't be talking to me." Buntrock, son of a South Dakota International Harvester farm implement dealer, likes to hunt—"something my father and I enjoyed doing together"—primarily duck, quail, pheasant, at family-owned farm near Lake Geneva, Wis. Hunts big game in continental U.S., British Columbia, Alaska, Tanzania.

Also collects art depicting the American West and, with second wife, Rose Marie, enjoys Chicago Symphony Orchestra.

Largest expense: hunting.

Best investment: Waste Management, in which he owns stock worth

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nearly $79 million.

Worst investment: "[Silence] . . . I guess I forget all the bad ones."

"I do very little investment in the stock market. I'm an investor in Burnham Partners; we own five television stations. It's a project with some friends."

Opinion of his compensation: "Those stock options aren't worth a dime if the stock doesn't go up. It's a tax-planning exercise. But you don't see the money. It's not cash that comes flowing through your account."

Three daughters: a registered architect; a former arbitrager at a New York investment bank, recently married, now living in London; and a freshman at UCLA.

"This company has gone from $16 million to $4 billion [in revenues] in 18 years. Most of my time is work-associated. I guess the time that my wife and I enjoy privately is at our home on the lake near Chicago, and poking around the farm sometimes weekends."

Stanton R. Cook

Tribune Co.

$5,881,000

"I love doing a little photography—no time for developing, I just enjoy taking pictures." Also, fishing: "I usually try to fish for Atlantic salmon, flyrod fishing in Quebec."

David Hiser

Builds model airplanes. "I do a little amateur carpentry. I'll tackle a small building."

For vacations, heads up to his lake house in Michigan. "I'll take an occasional weekend and go up, but I haven't been able to do that for six months."

Family: "I prefer not to comment about my children other than to say I'm very fortunate to have them."

Largest expense: "My college efforts are winding up this year. I think that it's a balance of trying to provide a measure of giving to worthy charities and organizations within your community."

Favorite charity: "I'm very partial to Northwestern. I'm a graduate and trustee."

Investing: "I pretty much depend on professionals to help me in this area."

On his success: "I imagine my parents would be surprised and probably pleased. I'm from a very modest family. I've been very fortunate, and I count my blessings."

Business leader most admired: "I've been fortunate to work with some wonderful people in my company and those are the people that I have great respect for."

John Curley

Gannett

$1,987,000

Curley runs 25 to 30 miles a week and plays tennis at Washington, D.C.'s Kenwood Club. The grandson of a Lehigh Valley Railroad engineer, he still plays with model Lionel and HO trains. "We finally got a basement with room, so we set the trains up this year." Big fan of Penn State University football and San Francisco Giants baseball.

Has two sons: 24-year-old photographer-turned-rock musician, and 20-year-old Duke University junior majoring in political science [will intern as reporter this summer].

Consumes newspapers and books. Recent reads: Neal Sheehan's *Bright Shining Lie*; Dick Francis' *Hot to Print*. Owns a vacation home near Bethany Beach, Del., but spends 70% of his time traveling and says "I haven't been there since last October." Last vacation: tennis and beach slumming in Virgin Islands. Favorite vacation: tennis on Paradise Island, Bahamas. "It's not very exotic, but it is close."

Doug Menuez/Picture Group

Biggest expense: paying off $800,000 loan on 67,000 shares of Gannett stock bought in the low 30s; the stock is now worth $2.8 million. Also, mortgages on two homes and Delaware beach property.

Invests extra cash in Gannett stock. Also two mutual funds, but outside of Gannett prefers real estate. Investment goal: capital preservation. "It's easier to lose money than make it." Worst investment: some soured tax-shelter housing deals.

On earning $2 million: "I think one is always surprised to be making that much money if one didn't expect to make that much money." When did he consider himself to be making a lot of money? "About 15 years ago, when I was earning $50,000."

Martin Davis

Gulf & Western

$4,567,000

"If you want pictures of New York, you're talking to the right guy." A native of the Bronx, Davis photographs Central Park and other New York scenes from the window of his office on the 42nd floor of the Gulf & Western building. His favorite shot is of the United Nations building, "when the U.N. was part of the slaughterhouse district of New York."

Rides horses in Connecticut, skis in Europe, New England. Collects art. "I relax working, but I'm not a workaholic. A workaholic is someone with a problem."

Davis' investment strategy: "I don't devote any time to investments. You

Andrew Popper

ask me what I own? Besides Gulf & Western [939,233 shares, worth $50.5 million], I don't know. I don't have very much investment in other companies. I always invested where I work."

Charities: chairman, National Multiple Sclerosis Society, for which he raised $2 million at Dinner of Champions this April. Met wife Luella at MS fundraiser 17 years ago. Board of trustees, Carnegie Hall. "I [support] anything having to do with preserving something or with children."

"I like cars. I pull them apart and put them back together." Drives a 1963 Buick Special and 1973 Mercedes 450 SL convertible, both kept outside Manhattan. "If I kept them in New York, the garage fees would break me."

Most admired business leaders: Thomas Murphy, chairman, Capital Cities/ABC; and General Motors' Alfred Sloan. "I keep his book *[My Years With General Motors]* in my desk drawer. You learn more about conglomeration and deconglomeration and restructuring there. It's a great primer."

Daniel P. Davison

U.S. Trust

$3,833,000

Investment goal: preservation of capital, especially since turning 60 four years ago. Davison's grandfather was senior partner at J.P. Morgan Co. "That money provided a nice standard of living for several generations, but it's been divided and taxed so many times there isn't an awful lot left. I watch my U.S. Trust stock, and my company's advisers watch whatever I have outside that." Favorite investment: Burlington Northern. Worst: oil limited partnerships, before the oil crash and tax reform. Biggest expense: mortgage and upkeep on 1,200-acre south Georgia farm, bought in 1973.

"I'm also the central banker for my family. My children are having families, and sometimes they need help. I'll certainly provide educational expenses for my grandchildren." Backs family ventures, including son's real estate and business record storage ventures in Dallas; nephew's mussel farm in Maine.

In summer, Davison sails his 30-foot auxiliary sloop *Stormy Weather*, moored at Long Island's Peacock Point. Real passion [like that of his father, who headed New York's American Museum of Natural History] is bird hunting.

Spends about two weeks between November and February shooting quail at his Georgia farm. "It's a family place. All three sons are keen sportsmen. They've learned by their father's mistakes."

Occasional fly fisherman and collector of 19th-century sporting paintings. Last vacation away from farm: one week at Long Point Co., Ontario, a Canada hunt club.

Philanthropic pursuits: Metropolitan Museum of Art, Nature Conservancy, Cooper Union, Cornell Medical School. Member of Piping Rock and Union clubs. "The company covers dues for one of them, but I don't want to say which—it's a difficult legal question these days."

Business advice to his sons: "I don't care what they go into so long as they enjoy it, they're productive and they're happy."

James R. Eiszner

CPC International

$2,417,000

Managed to sneak in four weeks last year casting for bass at lakeside Poconos cottage. Also plays Knickerbocker links four or five times annually with 26 handicap. "I just don't have any of these scintillating occupations or vocations. The opportunity for a CEO to develop a lot of leisure activities indicates that either he's got his succession already in place or he's ignoring his company. I'm hoping I can spend a little bit more time away from the office, since it's probably beneficial for my potential heirs to function without having me look over their shoulders."

Favorite vacation spot: former lake cottage near Tomahawk, Wis. "The fishing was reasonably good, and the quiet was wonderful."

Two sons: one is an antitrust litigator, and the other is a national sales manager for a textilemaker. Career advice: "The minute you are really unhappy with your job, quit. No job is worth working at if you're miserable doing it."

"My father employed four or five people at a small machine shop in Chicago. He retired in 1949, and my guess is that he never made more than $15,000 a year. I have thought many times that it's too bad my parents didn't get to see me make CEO, but they saw me elected a vice president, and that thrilled them."

Two years ago sought out financial adviser. "He pointed out that it really wasn't appropriate that 95% of my net worth was in CPC stock—no matter how much I believed in CPC. I've been trying to diversify recently. Treasury bills are the temporary catchall till we decide what this crazy

bond market is going to do." Thinks oil stocks, such as Amoco and Exxon, look good.

Avoids real estate: "I find that a little difficult to do, which is probably why a lot of other people make a lot of money at it." Worst investment: Armco Steel.

Most admired business person: Merck's Roy Vagelos. "Much of the success he is enjoying is the result of the work he did when he headed their R&D activities. He's also a decent human being."

Lyle Everingham

Kroger

$4,873,000

In his spare time, says Everingham, "I do a little of a lot of things. I'm a lousy swimmer, I show up on the golf course, I'm a hacker on the tennis court, and a lousy piano player and a lousy organ player. But I still enjoy myself."

Vacations: "In the last few years we have taken our family on spring skiing vacations in Colorado. We have a condominium in Naples, Fla. that we get to occasionally."

Everingham and wife, Rlene (pronounced Arlene), have three children. "But only the youngest is living at home. She's 25. She sleeps at home, but she's not here very often." Also, four grandchildren.

Biggest expense: "The upkeep and paying the mortgage on my house."

Personal investing: "I have someone else do it for me. I just don't have the time."

Favorite investment (aside from Kroger): "No favorite, but recently I've put a lot in government securities." Primary financial objectives: "Security, and to be able to fund the things I want to fund—like my grandchildren's education."

Worst investment: "I've been in a few oil wells that I wish I hadn't."

Everingham's primary charity: the Salvation Army.

Business leaders most admired: "I have a great deal of respect for my predecessors here at Kroger, Jim Herring, Jake Davis and Joe Hall."

Is $4.9 million a lot of money? "To me it's a lot of money. I would have to say my fortunes at Kroger have been beyond my expectations. I come from a very humble beginning, and I have to pinch myself with regularity."

Paul Fireman

Reebok

$11,443,000

Last few years has spent Christmas with family in Aruba—"an incredibly warm, family island." Golfs, sails with family, plays bridge and poker. Favorite restaurant: Luna Cafe in Chestnut Hill, Mass. "Unpretentious, and everything from roasted chicken to fish to pizza, which I like."

Biggest expense: three children's education.

With wife Phyllis, owns nearly 15% of Reebok stock, lately worth $223.3 million. Investment strategy: "The investments I like the best are ones I can see or smell or taste. I'm not that big on the stock market, although I do invest in it. I prefer land or buildings or something where I can see how it participates in the world more directly. I happen to be investing in the construction of a golf course, though I don't want to say where."

Worst investment: "I lose money mostly when I'm speculating, and in an area where I have no expertise. My worst investments are usually stock- or venture-related."

Charities: Combined Jewish Philanthropies, the Anti-Defamation League, Boston Museum of Fine Arts.

Career advice: "Find a company that has the kind of commitments in life that you want to stand for—it's not a question of a big company or a small company. Secondly, start at a job that you will not have later in life when you succeed, because at some point in your life you will need to reflect back on that early experience. The more levels you skip in the early stages will just make it that much more difficult for you to relate to the people you're going to be leading."

S. Parker Gilbert

Morgan Stanley

$4,455,000

"I love to fly-fish for salmon in Canada or Iceland and to surf-cast out on Long Island." Has homes in Manhattan, Southampton, and a third near Charleston, S.C. Keen golfer (handicap: 7), especially at Long Island's Shinnecock Hills club.

After graduation from Yale (B.A. History, '56), spent three years in U.S. Army counterintelligence, then joined Morgan Stanley.

"When I started, the firm had not many more than 100 people and $7 million in capital. Now we have roughly 6,500 people and our total capital, some of which is debt, is about $2.5 billion."

Relaxation reading: "I mainly buy action novels for long airplane rides. I just finished James McPherson's *Battle Cry of Freedom*, which is about the Civil War."

Personal investments: "I don't have a large investment portfolio. My investments are in Morgan Stanley

stock. That's it. Over the years we've built up a significant interest in the firm. [He owns 1,143,199 shares, worth $66.1 million.] That's the way I want it to be."

Gilbert and wife, Gail, have three children. "Our daughter works for Hill & Knowlton and our oldest son is at business school at New York University. The youngest son goes to Middlebury College."

Charity and community service activities: vice chairman of the board of New York's St. Luke's/Roosevelt Hospital Center; president of the board of trustees of the Pierpont Morgan Library; member of the Alfred P. Sloan and Josiah H. Macy foundations; on the board of the Hotchkiss School.

Daniel E. Gill

Bausch & Lomb

$2,210,000

"My wife, Dorothy, and I have a summer home on the Finger Lakes in upstate New York. We have a tennis court there, and I love to play and to spend time on the lake.

"I love the warm weather. Love Barbados. We always go for at least a couple of weeks in the winter." They usually take along their four children. "Two of them go to Columbia's graduate school—one is a Ph.D. student in history, one in the M.B.A. program. Another son is in the M.B.A. program at the University of Chicago, and the fourth is graduating from Boston College and was just accepted into Harvard in psychology. I ended up with a very academic family."

Phil Matt Gamma-Liaison

Biggest expense: "With four kids in graduate school, education is by far the biggest expense."

Favorite restaurant: "In Rochester, the Genessee Valley Club [private]. In New York City, I enjoy the Four Seasons. But I eat out for business so much that any time I don't have to, I love to stay home."

Investing: "Most of my investments are in upstate New York. I tend to invest in real estate projects, always as a silent investor." Worst investment: "I once invested in a developmental oil well. It was the one time I didn't invest in upstate New York, and it turned out to be nothing but dry holes."

Charities: United Way (formerly Rochester's Capital Campaign chairman) and the Rochester Philharmonic Orchestra.

"Some of the people that I most admire in business are the presidents and founders of companies that we have acquired. Dr. Henry Foster founded Charles River Laboratories. He started it from scratch, ran it for 40 years and built it into a $100 million company."

Alan Greenberg

Bear, Stearns

$2,448,000

"I play a lot of bridge." Nationally ranked bridge player "Ace" Greenberg plays with old friends Milton Petrie, Laurence Tisch.

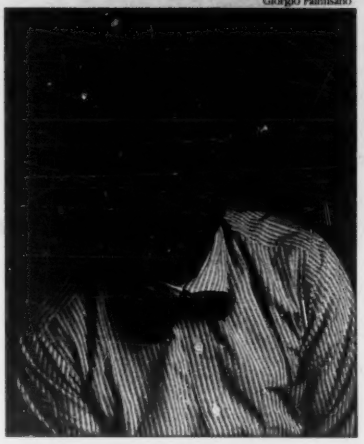
"I also love magic." Performed for around 300 people, mostly children, at Bear, Stearns' Park Avenue headquarters last Christmas. "I'm working now on next year's show. I'm getting nervous. [To practice] I stand in front of a mirror and act crazy.

"I love to train and show dogs. I have two dogs, a Papillon and a Canaan. I like to fish. Horseback ride. I hunt antelopes, deer with a bow and arrow, in the past in Mozambique and South Africa."

Has he ever killed one? "The answer is yes. I've done that naughty thing. Look, every time I killed one of those things I saved a cow's life, because we ate them. Everything we shot we ate." Doesn't use guns. "I never heard of anyone getting killed with an unloaded bow."

Best investment: stocks and short-term bonds. "If I buy a bond, I want it to be a three-to-six-month maturity. Basically I'm afraid of inflation." Invests modestly in real estate.

Giorgio Palmisano



Married second wife, Kathy Olson Greenberg, two years ago in June. She teaches at Cardozo Law School.

Charities: "I'm very involved in about 10 or 15. If I mention the charity, it's like bragging. I'm very interested in charity. I don't like the meetings, but I'm very happy to try to raise money for them." One of largest single donors, United Jewish Appeal, New York City.

Career advice to children? "My daughter was the first woman member of the American Stock Exchange. That was 11 years ago. She rents the seat now. She's a mother. My son is head of risk arbitrage of the Dresdner Bank in New York City. Does that answer your question?"

John Gutfreund

Salomon Brothers

$5,113,000

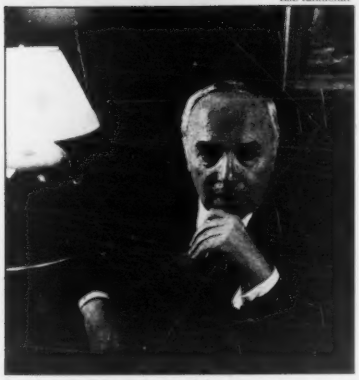
A museum habitué, Gutfreund says, "I like the great Flemish masters, tapestries in the Cluny museum in Paris, almost everything except the extreme modern art, which I don't feel or understand. I have no great desire to own paintings. I really just like to see them."

Maintains a sumptuous Fifth Avenue apartment and a home on Paris' Left Bank, near the Musée d'Orsay.

Gutfreund's investment strategy: outside of Salomon stock (worth $2.9 million), oil and gas limited partnerships through Phibro-Salomon and various limited partnerships with merchant bank Warburg Pincus and a

People At The Top/In Their Own Words

Rob Kinmonth



fund managed by Gibbons, Green van Amerongen.

Worst investments: At age 30, backed a couple of friends' plays, lost a total of $10,000. Also lost about ten years ago on some "high-technology deals where I would just sign a check—$10,000, $25,000—never money I was not prepared to lose if it didn't work out."

In 1987's fourth quarter, when Salomon lost $152 million, Gutfreund forfeited bonus, took $300,000 salary. "I didn't do as good a job as I thought I should have." In 1988 earned $4 million, salary and bonus. "[The board was saying] that I had done a much better job. But like any company, we could always do a lot better."

Largest expense: charitable contributions. "I usually give away something in excess of 10% of my income." Chairman, finance committee, New York Public Library and Oberlin College. Executive board, Montefiore Medical Center, Bronx.

Favorite vacation spots: "I don't like sitting on beaches on islands. I like London a lot, probably because the language keeps me comfortable."

Four sons, one a recording studio executive, another a merchant banker (at Warburg, Pincus). A third quit vice presidency Lazard Frères recently to pursue Ph.D. in history. Youngest—3½, with second wife, Susan—"not gainfully employed."

Advice to sons on choosing business careers: Do what they feel best doing. "I like to think they arrived where they are because it's their own choice."

Admires Warren Buffett, whose Berkshire Hathaway owns 12% of Salomon stock. "He has common sense. In addition to smarts, that's something of use to me."

John Hall

Ashland Oil

$2,306,000

Hall tackles the "Old White" golf course when relaxing at his private cottage at the Greenbriar in West Virginia. Handicap of 20 and falling. He also speed-walks and does some weightlifting. Last vacation: Canyon Ranch, "an exercise sort of place" in Tucson. Reads history and current events; recently completed Stephen Hawking's *A Brief History of Time*.

Philanthropic pursuits: Trustee at Vanderbilt University (B.S., 1955), and Transylvania University of Lexington, Ky., also a member of American Petroleum Institute.

Career advice to 18-year-old son, now freshman in liberal arts at Hampshire College: "I think it would be good for him to go into information technology. It's a rapidly growing business. He's had an active interest in computers all his life."

On present success: "For a person like me who is from humble beginnings, $2.3 million is certainly a lot of money. But the most important thing is to have a sense of accomplishment—that you're contributing to the welfare of the organization and to society. That's more important to my own personal esteem than how much money I'm being paid."

For personal investments, employs an investment adviser and looks for capital appreciation. "I generally try to invest in things that I know something about." Holds stock in Ashland (owns 43,439 shares worth $1.8 million), and serves on the board of Banc One Corp. and Reynolds Metals Co. Best investment: Ashland. Worst: Bonds. "I bought bonds some time back, when interest rates were lower."

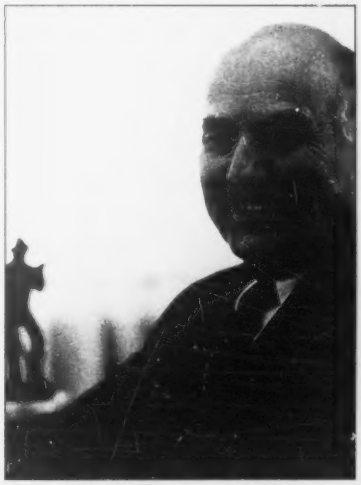
D. Gorton

Hall's most admired businessman: the late Paul Blazer, who founded Ashland Oil in 1924. "His values formed the foundation of the company's corporate culture. To a large extent you'll still see those values in our employees."

Charles M. Harper

ConAgra Inc.

$2,704,000



Mike Harper slips out to his house in Snowmass, Colo. two to three weeks a year. "I like to ski, and it's also a great place to study your belly button in the summer." Gathers four children and nine grandchildren at Snowmass for holidays.

Plays a little golf: "I hit a very long ball, but it winds up going in a circle sometimes." Likes fiction "that goes in one eye and out the other" while riding stationary bike in mornings (taken up after 1985 heart attack). Most recent book read: Tom Clancy's *Red Storm Rising*.

Dropped sailing for piloting a Cessna 182 and an open-cockpit Stearman. Recently set a San Francisco-to-New York speed record. "You do what's available. There's a lot of flat land around here."

Biggest expense: parental care. "We have been fortunate enough so that we can take care of that."

Investment strategy: "I invest in the company I'm working for, so it's mostly in ConAgra stock. My finan-

cial planning occurs when I come to work. If I do a damn good job, then my investment prospers."

"We're earthy people: We live very simply. Our income is certainly greater than my parents', but our standard of living hasn't really changed. I'd much rather come home to a turkey burger than go out." Drives a three-year-old Lincoln Continental. "It runs good and doesn't rattle, so I'll keep it forever."

Career advice: "Look for a very simple idea and try to build a business. Don't get lost in a company that has a lot of procedures and policies that inhibit people from getting things done."

Most admired businessman: Bob Daugherty, founder of Valmont Industries, a $663 million (sales) irrigation systems maker. "He's a top-drawer entrepreneur who was able to become a professional manager."

Stephen D. Hassenfeld

Hasbro

$2,026,000

John S. Abbott

Lives on Narragansett Bay, R.I., about halfway between Providence and Newport. "When I go out on the back deck and sit over the water, I feel like I have my dream house or summer home."

Likes tennis and snow skiing. "And I enjoy sailing. Here in Rhode Island we've had the America's Cup races as long as we have because the Newport area is considered to have the finest racing waters in the entire U.S. Of course, there will be some who will contest that. I do like to get away. I love several of the Caribbean islands, and sometimes I'll charter a sailboat for a week or ten days."

Has begun collecting art. "I won't say avid, but I'm getting avid. Most of it is contemporary art. I first got into it as we did our New York office three years ago. I felt the spirit of the office should reflect the business that the company is in, and that it should have an edge. That edge should include art. Not sailing ships and hunting scenes, as you might expect in a merchant bank or a law firm, but something more reflective of the [toy] business. So I began looking at and studying contemporary art, and now I'm probably in three or four galleries a week."

Principal charity work: the Joint Distribution Committee. "It's an organization based in New York that is dealing with the Russian emigrants finally coming out of the Soviet Union. We are talking about 40,000 people this year."

On his personal investing: "I do much of it myself. I'm generally an equities player. I try to change my thinking every 12 to 18 months."

Worst investment: "Some startup operations. I haven't had one of those in four or five years."

Businessmen he admires: Toys "R" Us' Charles Lazarus, K mart's Joe Antonini, Wal-Mart's Sam Walton. "They have all done brilliant jobs."

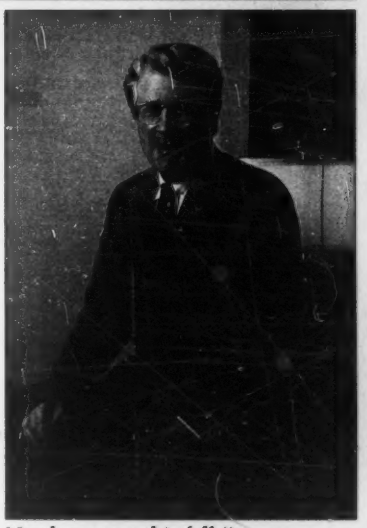
Alan P. Hoblitzell Jr.

MNC Financial

$2,412,000

"In the wintertime we ski in Taos, N.M. a good bit. This past winter we went to Beaver Creek, Colo. for the first time." During the warmer weather, "I sail on the Chesapeake Bay. I have a cruising sailboat." Also enjoys a summer place on Nantucket Island. "And I like gardening. Green thumb? It's green in the middle and brown on the edges."

Has four children: girls, ages 30, 28 and 26; and with second wife, Louise, a boy 13 months. "It took me 25 years to figure out how to have a son. The oldest girl is a quilter, or a fiber artist, really. The middle one is graduating from Columbia business school and will be rejoining Goldman, Sachs. The youngest one will be attending the Kellogg school of business at Northwestern this fall."



Princeton graduate ('53) and supporter, Hoblitzell also serves on the boards of Johns Hopkins Hospital and University. Hoblitzell's charities: "My wife and I are running the United Way campaign in central Maryland. And we support the Baltimore Museum of Art heavily. She is president of the board."

On personal investing: "No particular favorite investment. Most of my investments are either in income-producing securities, real estate or the securities of the companies where I'm on the board. My accountant helps me out."

His worst investment: "The worst I ever did was in a very small television-related company, which no longer exists."

Thoughts on his success: "I don't think any of us have an idea where we will end up in the corporation. I had no sense of what I would ultimately be earning. Obviously I'm pleased and delighted with what I do earn."

Orion Hoch

Litton Industries

$4,608,000

"When I get free time, I play tennis and I read. And if I have the opportunity, I like to just sit on the beach. Right now I'm reading *Red Storm Rising* by Tom Clancy, and *The American Way of Life Need Not Be Hazardous*—my doctor gave me that one."

Spends weekends at a small condominium on the beach in Malibu. Last

vacation: Santa Fe, N.M.

Hoch and his wife, Nan, have five children. "Four graduated and one to go. One is in business with a small software startup in the San Francisco Bay area. One daughter works for an advertising agency, one is a lawyer and one is home raising children." Also, three grandchildren.

Advice to children going into business: "It's important that they enjoy what they're doing, and that they join a viable company, one with some future. I think that those are the only restrictions that I would put on it. I don't think I've had much influence and effect upon my children. In directing their careers, they have chosen their paths themselves."

Biggest expense: children's education. "We had four in college at once." And: "If you live down here in the Los Angeles area, your home is a major expense."

On personal investing, Hoch says: "I have a portfolio that is managed by a Wall Street firm. Then, on my own, I make selected venture investments, principally in startups. Picking investments is a hazardous job at best, and I don't think that there are any cut-and-fast rules."

Point at which he thought he had surpassed his expectations: "I think when I received my Ph.D. [in electrical engineering] from Stanford."

Most admired business leader: GE's Jack Welch. "I think he took on a formidable task of changing the culture of GE, and he is succeeding."

Blake Little

Allen F. Jacobson

Minnesota Mining & Mfg (3M)

$2,166,000

Michael L. Abramson/Woodfin Camp

How does it feel to make $2 million? "I just want to get up to where the baseball players and rock stars are!" laughs Jacobson.

"I gave up skiing Feb. 25, 1952 at Aspen. I had to spend the next ten months in a cast." Interests now include gardening and photography; he collects old cameras, notably Leicas (FORBES, *Oct. 31, 1988*).

With wife, Barbara, Jacobson lives in North Oaks, a wildlife preserve outside of St. Paul, Minn. A reader now reading William Eaton's *Who Killed the Constitution?* and *Citizens*, Simon Schama's new book on the French Revolution.

"We usually take at least one trip a year to some place that's interesting." In March visited the Galapagos Islands. Recently remodeled family's second home, in Naples, Fla. "It seems like it takes a live-in painter and carpenter."

Community service and business activities: St. Paul United Way, Executive Council on Foreign Diplomats, Chairman of the Emergency Committee for American Trade, Business Council, Business Roundtable and U.S.–U.S.S.R. Trade and Economic Council.

Career advice: Jacobson passes his father's advice on to his college-age children. "Run your own job and don't look elsewhere for leadership. Yes, you can follow somebody and it's good to have a mentor. But in the final analysis, you have to provide your own leadership if you are going to do the right kind of job and be happy."

David Kearns

Xerox

$1,865,000

Kearns jogs 4 to 5 miles a day, a few days a week. "I'm a physical fitness addict." Ran the 1979 New York Marathon in a little over four hours. "I did terrible, but I finished." Now limits himself to stationary bike in Xerox gym. A few years ago sold his Cessna 210 and turned his interests toward golf instead; handicap: 12. Has homes in New Canaan, Conn. and Vero Beach, Fla.

Investment strategy: outside of 25,000 shares owned in Xerox, owns real estate, medium- to long-term bonds, mostly tax-exempt. "People are always talking about bonds not being a hedge on inflation, but you can get in and out of bonds, too."

Best investment: real estate. Worst investment: real estate. "I've had some absolute disasters on real estate in Texas. One is going through bankruptcy. We'll probably lose everything when it's over."

Other investments—including condominiums in Norwalk, Conn. and Rochester, N.Y.—have paid off. "We've turned a few over and have taken profit out of that."

Businessman he admires the most: Johnson & Johnson's James Burke. "He's run an extraordinarily profitable and growing business at the same time."

Biggest expense: charitable contri-

Phil Matt/Gamma-Liaison

butions. "I contribute 10% to 15% of my annual income to charity." Beneficiaries include family church, the United Way and schools—"particularly my boys' school, the Salisbury School." Former board chairman, University of Rochester.

Kearns and wife, Shirley, have four daughters, all married, and two sons, one already in college, the other ready to enter.

Advice to people interested in business careers: "Get the opportunity to work for a company like Xerox or IBM, early on in a career. Companies like these are involved in worldwide manufacturing, development and marketing. The U.S. is in a worldwide economy now. We have to be able to compete globally."

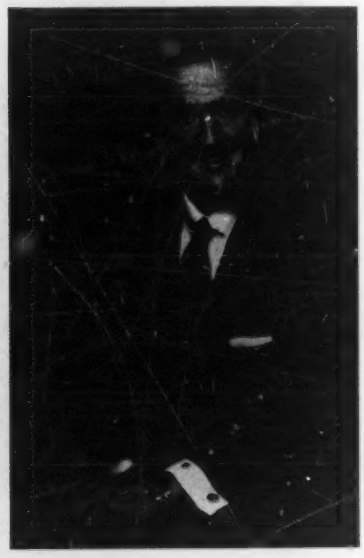
Robert Kossick

National Community Banks

$2,199,000

"I give at least half of my free time to my two children still at home." (Two others attend college. Daughter at Vanderbilt, son at Tulane)." Plays tennis at Seaview Country Club, Abescon, N.J.; sails on Delaware Bay; fly-fishes for trout in upstate New York. "I run and exercise in a comprehensive manner at least four or five times a week."

Collects antiques, especially English furniture (begun during Citibank posting to London in early Seventies). Also restoring century-old



house in Tuxedo Park, N.Y. Likes management and finance books, recently Benjamin Friedman's *Day of Reckoning* and Tom Peters' *Thriving on Chaos*. Doesn't like air travel. "I limit my flying a great deal more these days, simply because I'm concerned about what's going on in the airline business."

Career advice to children: "I became a banker more by chance than anything else. If they're interested in banking, they need to get focused early in their course work. Then join a strong money center bank for three to five years. Then take that knowledge to a regional bank where you can get to see a wider spectrum of banking."

Personal investments: 95% of portfolio in National Community Banks stock (owns 139,000 shares, worth $5.14 million). Also owns small amounts of stock in other banks, and real estate. "I know banking, and I'd be very reluctant to invest in companies where I'm not close to the inner workings."

Best investment outside National Community: real estate. Worst: "Stocks of small, supposedly up-and-coming IPOs that did not come up as far and as fast as I had hoped."

Biggest expenses: education and mortgage on Tuxedo home.

Most admired businessman: Citicorp's John Reed, who has done "an extraordinary job of making Citicorp into one of the best-managed and highest-performance businesses around. John delivered a very simple message: A bank is like any other business and it ought to managed like a business."

Peter B. Lewis

Progressive Corp.

$2,280,000

"When I can't continue to improve at something, I have to go on to something else. So I just moved from tennis to swimming, and now I'm swimming about five miles a week."

Collects contemporary art. "I'm interested in contemporary design and architecture as well. I suppose my favorite artist is Red Grooms, and my favorite architect, Frank Gehry."

For vacations, "I've recently taken to chartering yachts. So far my experience is limited to the Adriatic, the Mediterranean and the Caribbean."

Has three children. "My youngest is studying ayurvedic medicine in Albuquerque, N.M.—it's an ancient Indian medical practice, not American Indian, but India Indian. My second son is in the hospitality business and my daughter is a lawyer who took a leave to be a bride."

Supports "entrepreneurial charities. By that I mean good efforts that are driven by zealots who have a new idea, who are trying to do things not done very well by the institutional charities."

Investing: "I invest in nothing except Progressive [he owns 4.5 million shares, valued at $153 million]. I have no other investments. Well, that's not quite true. I have about two or three other things, where I am invested with a friend, but it's a relatively unimportant sum of money."

On his financial success: "When I was 40 years old, if someone said I was going to make over $2 million, I would have told them they were nuts."

Businessmen he admires: "[illegible]ed Lerner, Progressive's chairman. I admire his values. More from a distance, Alan Greenberg, who heads Bear, Stearns *[see p. 170]*. I think it's his commitment, his intensity, the totality of his involvement—and his sense of humor."

Charles S. Locke

Morton Thiokol

$4,685,000

A 17 handicap golfer and avid cross-country skier. "One great thing about living in Illinois is that it's as flat as a rock, so you can go almost anywhere. And I read most anything, mostly history or related. But I'm a big fan of Michener."

For vacations "we usually go to the Caribbean during late December or

January because the weather is so intense around here. This year we were in Barbados."

Locke and wife, Lou, have four children, ages 22 to 33. "My oldest daughter has her own business in graphic arts and communications, my next in line, my only son, is in mergers and acquisitions with Sara Lee. A daughter in Minneapolis is in marketing, and my youngest is in college. No grandchildren yet. I keep telling the kids that. I'm thinking of a reward."

Biggest expense: "Education, but I don't have regrets about that. I'm a big believer in giving them all the education that they will take. Also, I'm getting ready to build a big house. My wife gets bored every now and then."

Charities: United Way and the Museum of Science & Industry.

On personal investing: "I've learned from experience that I'm no good at it. So I have other people do that for me."

Worst investment: "Investing with

Michael Abramson/Woodfin Camp

a friend of mine in an apartment building in Phoenix. We thought we were smarter than the people that had gone bankrupt in it the year before. We proved that wasn't so."

Thoughts on success: "I was raised on a pea patch in Laurel, Miss. My original ambition was that if I could ever get to the point where I was making $10,000 a year, I would be absolutely at the pinnacle of success."

Admired business leaders: "Roger Smith, who has taken a pretty big beating about some of the things he has done at General Motors. I bet that history will prove that he has made some pretty adroit moves. Lee Iacocca is pretty vocal when it comes to pulling his own string, but I think that he has done some pretty admirable things. And Ed Brennan of Sears is in the process of making dramatic changes and is to be admired for having the courage to do the things that he is doing."

Jack MacAllister

US West

$2,347,000

James Cook

"I love to read—all kinds of things but right now history. I just read a biography of William Howard Taft." Also golfs, snow skis and hikes in the mountains. "I used to enjoy woodworking, but I don't have time for it anymore." For vacations, prefers his vacation home in Crested Butte, Colo. But not always: Last vacation was in Hawaii.

Married to wife, Marilyn, for 39 years. Three children: one a pilot, one working for the Fish & Game Commission, one in business.

"I have a lot of interest in homeless and education issues. Recently we helped establish an employability center for poor and homeless people where we have training and child care facilities. We try to help people prepare for better work or for entering the job force, getting into low-cost housing and getting off the street."

Does a little of his own investing. "I enjoy following companies. I invest in stocks, municipal bonds, mutual funds. We buy some art, but just art we enjoy, not contemporary art and not as an investment."

The son of an Iowa schoolteacher, is he surprised at the $2.4 million he made last year? "Naturally, I'm pleased that my job merits that kind of pay, but I don't consider that we live an extravagant lifestyle. We have the same responsibilities of paying for education and housing and all the other things that anybody else has.

"I think quality of life is more associated with your peace of mind, your stewardship of the position that you've achieved and your overall place in society than the material things you've accumulated. I'm very pleased with those aspects of my life."

Marshall Manley

Home Group

$1,903,000

On earning nearly $2 million: "You have to understand that my first job was shining shoes on the Coney Island Boardwalk, so it's certainly a lot of money."

The son of a factory machinist and union organizer, Manley, the first family member to graduate from high school, went on to Brooklyn College and NYU Law. "I thought tips and 75 cents an hour for delivering flowers in high school was a lot of money. It's really a tribute to the country that somebody with my type of background can have the opportunity to do what I've done. And I know I'm not

alone." In 1987 won the Horatio Alger Association's award.

Enjoys family ski trips to Aspen, Vail and Park City. "The kids [three teenage boys] are black diamonds [expert skiers]; my ego tells me I'm intermediate, but my bones keep on telling me I should go back to beginner." Also likes tennis, adventure novels and biz books (recently, Frederick Forsyth's *Negotiators* and Lester Korn's *Success Profile*). "We have a four-month-old black Labrador Retriever which all the kids promised they would take care of, and it seems to have fallen to me."

Fondest vacation memories: nine-day trip with wife, Dassie, to Venice in 1986. "We really got away from where we were. There were very few thoughts about what was going on back home."

In personal investing, looks for long-term growth. Owns 145,000 shares of Home Group stock, worth $1.8 million, and bonds. "We live off my salary and bonus, and any extra cash is invested in the significant value of our company." Also small stock and bond investments in General Development Corp. Worst investment: oil and gas limited partnership in the early 1980s in which he lost "between $50,000 and $100,000."

Biggest expenses: maintenance on New York apartment and cottage in Pawling, N.Y. Covers mother's living and medical bills. Also education—private schools and camps. "Putting aside money for education is very important, though I keep telling the kids they'll have to work, too."

Charitable work: Brooklyn College Foundation, New York Zoological Society, N.Y.C. Meals on Wheels, New York Historical Society, American Museum of Natural History.

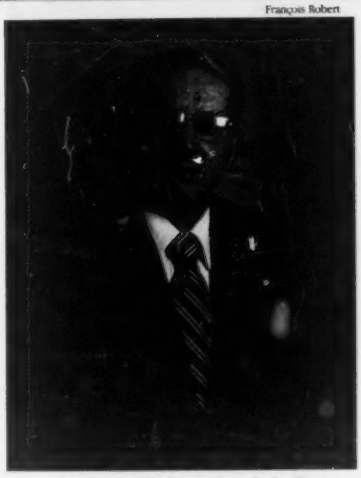
Richard Morrow

Amoco

$1,910,000

"I enjoy golf and go fly-fishing for rainbow trout or salmon in the Rocky Mountains and Alaska, when I can work it in. We do a sailing vacation now and then in the Virgin Islands or some other place. We don't have any retreat of our own. We just roam around, based on what we hear about desirable places to do things. We like snow skiing and go water skiing, either on the sailing trips or out in Wisconsin. On the inland lake I like sailing a little Sailfish or Sunfish, but on those vacation trips we usually charter a larger boat and have a crew. It's a delightful way to spend a week or so."

Francois Robert



Has three grown children. "I wouldn't say that they've necessarily followed me into business. There aren't any engineers in the group. One daughter, in Los Angeles, works in the product supply area for an oil company. She answered a blind ad and got the job. A stepdaughter in Montana works in a law firm, and a stepson in Colorado works for a transportation company."

Biggest expense: his house outside Chicago and downtown condominium. How he invests: "I rely more on a couple of investment managers. They have more time and knowledge than I have to worry about investing my money."

Best investment aside from Amoco: "Buying a home." Worst investment: "A farm I invested in. We had hoped it would be situated for development. It didn't turn out to be the case."

Principal charity: United Way. "An outstanding organization."

The point in his career at which he surpassed his expectations: "When I became president of the company."

J. Terrence Murray

Fleet/Norstar Financial

$3,307,000 million

"Most of our family are golfers. My wife, Suzanne, is a good player; I'm a decent player, and four of my five kids play." Son Terrence is captain of Harvard varsity golf team. Murray often takes children on business trips. "Last summer one of my sons came along and we stayed and played some of the British golf courses." Also met two children in February for week in Australia after business in Japan. When at home in Warwick, R.I., plays at Newport, Point Judith, Warwick clubs.

Collects late 19th- and 20th-century American lithographs and presidential letters. "I don't know what 'serious' means, but I have about 30 prints and all the American Presidents except John Adams, Nixon and Reagan." Favorite artists: George Bellows, Reginald Marsh, Martin Lewis, Frank Benson, Thomas Hart Benton.

Pushes himself to take three or four weeks of vacation a year. "With the size of my family, you've just got to or you're going to lose [their youth]." Favorite vacation place: Wyoming Tetons. "It's probably the prettiest place I've ever been."

Career advice: "If a young person is interested in business, go to work for any quality institution that has a strong training program. That's the best preparation for a business career—learning at least one or two things extremely well."

Owns residence in Providence; building home in Narragansett; has a Palm Beach condo. Covers mother's retirement home bill.

Personal investments: Puts half of portfolio in real estate, remainder in tax-free bonds and equities. Now sees opportunities in depressed New England thrifts.

Worst investment: "A few oil and gas deals were a total wipeout."

Donna Joy Abbott

Biggest expense: education. "A couple years ago my two older girls were at Harvard and Brown, and the other three kids were in private schools—tuitions were pushing $60,000 a year. I'll end up paying somewhere around $750,000 by the time we're through. I'm not complaining because I obviously have the income. But how are we going to educate our young people from lower- and middle-income families? We spend too few of our resources on the young, and too many on the old."

Robert J. Pfeiffer

Alexander & Baldwin

$2,176,000

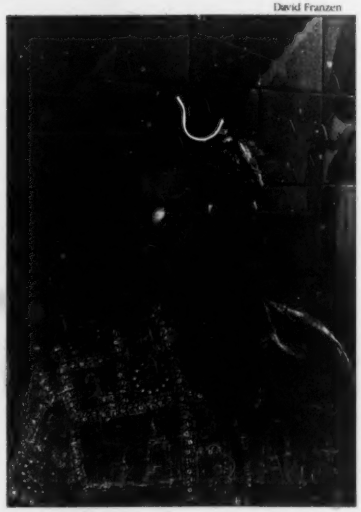
A dedicated pilot. "I'm jet-qualified. I had my own planes until recently, but now I rent them. I took up aerobatic flying in the 1960s and was taught by Art Scholl, one of the finest aerobatic pilots in the world. I also run four times a week. And when I have time between flying and running I like to swim."

Pfeiffer and wife, Mary, live in Honolulu and spend a lot of time in San Francisco. They have four children. "My son is an attorney, one daughter is in corporate planning, another one, besides raising a family, teaches college French, and one is a housewife."

Vacations? "I haven't taken one for a long time and I'm not proud of it. But I'm planning to go to England in September for three weeks."

"I love to read books. And I like any good car. I have a 1961 Lincoln Continental, a Jaguar and a 1978 Lincoln Continental."

David Franzen



Primary community service: symphonies, museums and opera in Honolulu, San Francisco, New York.

On personal investing: "At my age you start thinking about security, so I'm out of the high-return, high-risk investments and putting more and more into Treasury bonds and CDs. I make the major decisions myself, but I do have an investment adviser."

On compensation: "I feel that if no more than half of an executive's compensation is from salary and the rest owes to the economic well-being of the company, then it's a fair compensation. Thirty-nine years ago, when I was 30 years old, I probably figured $100,000 a year was probably the most I'd ever make—if I were lucky."

Career advice: "This may sound like motherhood and apple pie, but if you want to get ahead in business you have to have traits of honesty and loyalty. Of course, a person has to be interested in the job. And I advise adopting a pleasant disposition: No one likes a grump."

Most admired business leader: the late Stephen D. Bechtel Sr. "I knew him for 43 years and greatly admired him in every respect."

Frank Popoff

Dow Chemical

$2,759,000

"Snow skiing is a passion with me. I have to keep up with my boys [aged 27, 25 and 24]. It gets to be a matter of pride." Popoff gathers his family at his Snowmass, Colo. vacation home, purchased on return from Dow Europe posting in Switzerland in 1985.

"Before we moved to Europe, we used to take off on a 32-foot sloop [since sold] for a couple weeks and go where the wind blew us on Lake Huron and Lake Michigan. The North Channel offers beautiful harborages, one after another. But you're not a sailor unless you have a boat, and I'm in the market."

Avoids golf: "My mother-in-law carried a handicap under 10. Who's going to get serious about a game where your mother-in-law is better than you?"

Biggest expenses: maintaining Snowmass and Midland, Mich. homes, and cars. Drives a 1983 Mercedes 500; also owns an Audi Quatro and requisite Ford, GM and Chrysler.

Helps support mother.

Investment goals: to outperform the S&P 500. "I look at how most companies weigh their pension funds, and 70% equities to 30% fixed income seems to be a good weighting." Is using an investment adviser to diversify with spare cash (Dow stock worth $4.5 million still makes up 80% of portfolio). Currently prefers pharmaceutical, consumer product and automotive supply companies.

Worst investment: real estate tax shelters.

Collects Swiss pewter wine canisters and oriental carpets—his parents brought rugs when they emigrated from Sofia, Bulgaria to Terre Haute, Ind. "They were light and easy to transport and a great way to bring foreign exchange out of a country."

Career advice: "Manufacturing industry—not necessarily American—is where the research, capital investment and tough social economic challenges are being faced."

Admires Sony's Akio Morita. "He was forced to go outside of Japan and develop world markets. I respect him because he led the charge for Japanese exporters. That's going to get me in a lot of trouble with people."

Edmund Pratt Jr.

Pfizer

$3,747,000

Hunter, fisherman, golfer, tennis fiend, boater, home handyman. "My problem is that I have too many leisure interests, and my work interferes with those. I used to be a private pilot, too, but I've gotten so busy that I

don't do that much anymore. I hope to get back into flying when I retire." Clubs: Sands Point and Boca Grande. Spends four to five weeks a year at his beach house on Boca Grande Island, off Florida's southwest coast. "Best tarpon fishing in the world."

Hunts quail, duck, goose and dove. "Luckily my wife likes to cook. We have two freezers full of birds and fish, so we eat out rather infrequently." Favorite escape: a week of summer salmon fishing along New Brunswick's rugged Miramichi River.

Two sons. "I'm a typical conservative businessman who's spawned a rock musician and racing car driver."

Also frustrated engineer. "I like to fix things, so I have all kinds of tools." Specialties: home chores, electrical wiring, pumps, lawnmowers, bicycles, pool and well work.

Claudio Edinger/Gamma Liaison

Biggest expense: Florida beach house. "I came from a very modest upbringing, and I don't find it easy to spend a lot of money. We live pretty much the same way as we did when I was making $30,000." Assists several extended family members.

On personal investing: "I used to do more aggressive things such as oil drilling and real estate. Now 80% of my portfolio is Pfizer stock." (He owns 137,028 shares, worth $8.4 million.) Company provides Pratt with financial counseling. "I have a broker who keeps calling me with ideas, and once in a while I invest in some of those." Spare cash now goes into fixed-income investments.

Worst investments: Texas oil and real estate tax shelters. "They both went down together in the late Seventies and early Eighties. I wasn't too smart."

On earning nearly $4 million a year, Pratt says: "It's sizable pay, but everything in life is relative. I didn't anticipate that one day I would become the head of a major company, and so I'm making more money than I thought I would."

Burnell R. Roberts

Mead

$4,087,000

"I love to read. No fiction, all nonfiction. I just finished reading Vol. 2 of *The Last Lion*, about Winston Churchill, and *Intellectuals* by Paul Johnson. I just loved it.

"I collect art, contemporary art, particularly sculpture. I don't buy them to make money on them, I buy them to enjoy them."

Plays some tennis, sails, rows. "We have a second house on an inland lake in Michigan, and I just purchased a single-man scull."

Roberts has four children and one grandchild. "The children are all out of school, gainfully employed in everything from banks to industrial companies to retail. This year we will be with family in England for summer vacation. Every couple of years the whole family tries to get together."

Biggest expense: "Education was probably the largest. But now it is just the maintenance on a couple of houses, or spending it on playthings such as boats." Drives a Jaguar.

On investing: "The majority of it I have someone else do. But I occasionally put some money together with some other guys, and we all buy a small company. Other people manage it, but at least we're involved in seeing how it's run. You just pick it up as you go and hope to make a few dollars and have fun while you're doing it."

Active in educational, health, art charities.

Business leaders most admired: Johnson & Johnson's James Burke, "for the ethical handling of the Tylenol incident"; Ford's Donald Petersen for the turnaround; "and, on a public level, I would have to say Alan Greenspan."

Charles S. Sanford Jr.

Bankers Trust NY

$2,100,000

John S. Abbott

Next month Sanford will deliver the commencement address at his alma mater, the University of Georgia in Athens. The venue: Sanford Stadium, which is named for his grandfather, the former chancellor and president of the university. "It will be a nostalgic and sentimental trip for me."

Before joining Bankers Trust, Sanford briefly taught economics at Georgia. "I enjoyed teaching very much, but it was too political for me." Now Sanford is on the Board of Overseers of the Wharton School (where he earned an M.B.A., '60), a trustee of the University of Georgia Foundation, and member of the Council on Foreign Relations. Other community service includes work for New York's St. Bartholomew Church.

Likes to read, especially about theology. Recently finished Stephen

Hawking's *A Brief History of Time*, and Paul Johnson's *Intellectuals* and *History of Christianity*. Also plays tennis and squash. "My son was the captain of the squash team at Amherst College for two years, so we have a very good rivalry going." Daughter working on Ph.D. in oriental studies at the University of Pennsylvania.

Career advice: "Don't let your career run your life. Have your life run your career instead. A career is supposed to augment your life."

Paul G. Schloemer

Parker-Hannifin

$2,103,000

"I read everything, from business books to light novels to some of Sylvia Porter's books and, recently, *Thriving on Chaos*." Enjoys golf (handicap: 18). "And I enjoy a little bit of gardening."

Favorite vacation spot: "We have a second home in Newport Beach, Calif.— our children are out there—and we tend to take vacations there."

With wife, Virginia, has raised six children. "I'm happy to say five are out of college and productively employed. The youngest just finished his junior year at Georgetown. The oldest is a partner in a consulting engineering firm, one is an acc. ntant and now a mother with two children. One son is in commercial and industrial real estate, and a daughter is in marketing at Johnson & Johnson. And the next boy is a navy pilot, out in Japan right now." The Schloemers have three grandsons.

"When the children are out of school and your expenses aren't as great as they were, then suddenly you find you are very comfortable. I think my wife and I benefited from the great American Dream."

Roger Mastroianni

Principal charities: "We're Catholic and so we support our own parish and diocese." Also the United Way.

On personal investments: "I buy common stocks of companies that I admire or that have good management or people I would feel comfortable with. And recently I have been going into CDs and Treasurys because of the high interest rates—and, with the recent tax changes, out of real estate and oil and gas."

On passing on wealth: "We're in a process of thinking that through. It's a matter of how much you should leave your children. I'd like to see my children comfortable, but I would never want to give them so much that they didn't have to work. I want them to have that motivation."

John Sculley

Apple Computer

$9,492,000

Sculley blossomed after overcoming (through hypnosis) severe childhood stammer. Earned a degree in architectural design from Brown ('61) and now spends weekends building horse ranch outside Woodside, Calif. "I'm directing it. I've got lots of workers. We're building barns and stables and clearing a lot of ground." How large is this ranch? "Fifteen acres. I guess it doesn't qualify as a ranch. Better call it a farm. It's actually a business—Blackburn Valley Morgans." Third wife, Leezy, raises the horses; Sculley builds the barns.

Also relaxes by running, gym workouts and reading (Jeremy Campbell's *Grammatical Man*, Katherine Caulfield's *In the Rain Forest*, Michael Young's *The Metronomic Society*). Maintains impressive display of 18th-century portraits and landscapes at Tudor-style home in Woodside.

Summers at Camden, Me. vacation home. "It's my anchor to reality." Also owns Christina's World, a Maine farm that formerly belonged to Andrew Wyeth. Favorite vacation spot: Bermuda, where Sculley's family comes from. Sold 40-foot sloop and bought 27-foot Boston Whaler. "It takes less maintenance." Drives Ford Taurus and owns five Mercedes. Last vacation: nine-week sabbatical last summer; enrolled at Maine Photo-

Lawrence Labati/Sygma

graphic Workshop. "I'm much more of a right-brain than a left-brain person."

Biggest expense: operating homes and ranch. "Caretakers, gardeners, horse trainers—it takes a big staff."

For personal investments, employs a financial planner, though still picks most investments himself.

Biggest holding is Apple stock: 109,409 shares, worth $4.3 million. Diversifying into real estate, computer technology startups. Favorite investment: commercial and residential real estate. Worst investment: same. "I lost on some Texas properties a few years ago."

Admires Walt Disney's Michael Eisner. "He's been able to build a company that can do incredible creative work, and he is equally good with implementation."

John G. Smale

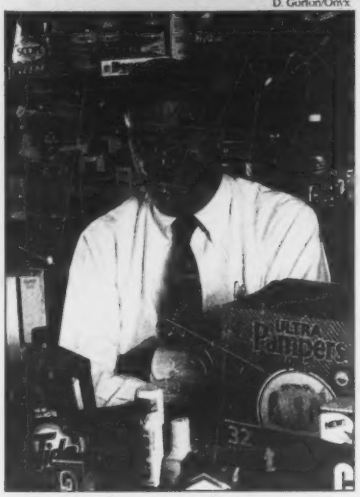
Procter & Gamble

$2,055,000

An avid fly-fisherman whose hobbies include making flyrods. "The first one I built, I had two of the guides on the rod pop off while I had a 100-pound tarpon on. After that I started to do better." Also likes Atlantic salmon fishing, especially in Canada.

Travels extensively, globally. Last year "I spent just over 60% of all or part of every weekend away from home." Guest of Venezuelan government at the February inauguration of President Carlos Andrés Perez. "Sitting a row in front of me—and down to the left—were Castro, Ortega, Gonzales of Spain, and Vice President Quayle. Some parties weren't talking to other parties."

D. Gorton/Onyx



On airplanes, reading *Preventing World War III* by P&G board member and former NATO ambassador David Abshire, and Jack Higgins' *A Season in Hell.* With wife Phyllis (39th anniversary in September) has raised four children. Three grandchildren. Presently Smale working with architect to build a home at Marathon, in the Florida Keys.

Charitable activities: Nature Conservancy (board member)—"I think they're doing an enormously important job, particularly at this point in time in our society"—United Negro College Fund (board member), and Kenyon College.

On his personal investments: "My fortunes, such as they are, are tied up in the stock of the Procter & Gamble Co. [of which he owns 45,969 shares, worth $4.4 million]. It's really that simple."

Roger Smith

General Motors

$3,059,000

"We have a summer home in northern Michigan, and that's probably our favorite spot. But when we do have time off, like between Christmas and New Year's, we like to get the whole family together and visit one of the Caribbean islands. Last year all ten of us were together in Barbados, and we did a lot of snorkeling. We find the most interesting fish life in 10 feet of water. You don't have to dive to 100."

Smith happily confesses his love affair with cars. "I have a 1936 Cadillac convertible sedan, a big long one with the dual side-mounted spares and dual windshields. I also have a 1960 Corvette convertible, a 1967 Corvette convertible and a 1964 Corvair convertible. And I always find time to drive the new GM cars, and the competition as well. I enjoy fast boats, too. We have a new 24-foot boat with a 300hp outboard on it. It really moves."

Likes hunting and fishing. "When I can get away I'll go just about anywhere for good hunting or fishing. South Georgia for quail. Michigan for partridge. Norway for salmon."

Principal charity: "I've put a lot of effort behind the GM Cancer Research Foundation. Those people deserve all the credit we can give them."

On his family: "Barbara and I have four children, three of whom are out of school and married. Our youngest is a sophomore in college. We're also blessed with two lovely grandchildren, 10 months and 3 months. We're very fortunate that they live around the Detroit area, so we get to see them often."

On personal investing: "I've had my best success with stocks and venture capital. But I have to use an adviser."

Timothy White/Onyx

Charles D. Strang

Outboard Marine

$2,625,000

"Since age 11 I have lived, dreamed and slept boats and motors. I live on the water about 25 miles west of the [Waukegan, Ill.] office, and I keep a boat at the house when the water isn't frozen. I try the different boats that

Outboard Marine makes, as well as those of our competitors. Work is my hobby."

Collects wine. "We favor reds. Heavy on the Californians."

Vacations: "I haven't really taken more than two weeks' vacation in the 23 years that I've been here. The last one? Oh, yeah. My honeymoon, about five years ago. We went to a boat race in Sacramento, then we went to New Orleans and Steamboat Springs, Colo. and took a balloon ride across the continental divide.

"My wife [Barbara] is also an ardent boater. First marriage. I was a slow starter. She used to be my secretary, so I finally decided it was time to fire her." No children.

Biggest expense: Maintaining a house and two cars. "No mortgage, just maintaining the house and changing it. Forever changing it."

On investing: "I invest myself, with some brokers. Other than Outboard, I'm pretty well spread around with a broad portfolio: municipal bonds to provide stable income, and equities to do a little playing."

Best investment: "About 23 years ago I bought about 100 shares of Tandy, and since then I've taken about half or three-quarters of a million dollars out of it." Worst: "So many of those."

Charities: Sloan-Kettering and PMI/Strang Clinic ("no relation").

Admired business leader: Bill Marriott. "He's a nice guy, a very sharp one, a very successful one, and he also happens to be an ardent boater."

Bernard Taylor

Wilmington Trust

$2,433,000

"I am an opera buff. My wife, Barbara Silverstein [a conductor], runs an opera company in Philadelphia called the Pennsylvania Opera Theater, and I spend a lot of my time serving on that board and serving as the treasurer of the company, and as a fundraiser and an opera groupie. I used to be an opera singer myself, which is how I got involved in all this stuff. I did a lot of lead roles when I was young, but I don't do as much of that anymore."

Plays "a lot of" golf, scuba dives in the Caribbean. "My wife and I have a second home on Chesapeake Bay, which is about an hour away from here, and we go down there frequently, even during the winter. We water ski there, swim and fish. I have a little sailboat and a ski boat, an 18-foot inboard/outboard. And I have a car I like, a Jaguar."

The Taylors have three children: "One wants to be a fiction writer. Another has his degree in biology and is working in a gene-splitting operation at a local drug company. And the third is married."

Biggest expense: "I think that the big ones are behind me now."

About his personal investing: "I prefer to look after it myself. You must keep in mind, of course, that we are in that business. I'm fairly conservatively invested. Because I have so much of my funds invested in Wilmington Trust stock [91,198 shares, worth $3.3 million], it seems prudent to have the rest of my portfolio fairly diversified."

Worst investment: "A couple of tax shelters that didn't turn out too good."

J. Virgil Waggoner

Sterling Chemical

$7,380,000

"In 1987 my wife and I took our trip around the world. It was my 60th birthday, and we spent days celebrating it in Hong Kong, where completing five Chinese cycles [60 years] was once considered to be very lucky." Last summer the Waggoners, their two children and their spouses went to Europe together. "But we still haven't had our African safari yet."

"More than anything now, we're just enjoying our first grandbaby, Katie." Katie's mother, Liz, 30, is a now-retired schoolteacher, while son Jay, 27, is a sales director for OMG Methanol in Dallas.

Waggoner and his wife, June, eat out often ("The kitchen stays clean and dark a lot of evenings"); favorite restaurant: Ninos in Houston. "It's neighborhood Italian, and we get our veal-and-pasta fix for the week."

Cars: "I'm a Lincoln man. Mrs. Waggoner, Cadillac."

Biggest expense: "Making sure that the children and grandchildren are provided for so that they can have all the education they want."

Investing done by four different managers: "One for equities, one for short-term instruments for security, one for long-term tax-free investments and one with a mixture of the above with some hedges against inflation. I don't ask them how to market petroleum products, so I don't try to tell them how to manage my money."

Best investment: "After Sterling, real estate." Worst investment: "I tried to help the relative of a friend start a small business. He went bust."

Favorite charities: Good Samaritan Foundation ("We give scholarships to young ladies in need to become nurses"); Star of Hope Mission for the homeless of Houston; and, biggest of all, his college, Ouachita Baptist, in Arkadelphia, Ark.

Josh Weston

Automatic Data Processing (ADP)

$2,026,000

Serious traveler. "I was in Israel in January, in February I was in Holland, and I'm going to the Galapagos in July. I like seeing different cultures, different geography, different topography. My wife [Judy] comes on many of the trips, but she's not going to go to the Galapagos, it's too far away. She'll do anything that is up to about ten hours' worth of airplane travel."

A skier. "Last place was Vail, and the time before was Austria. I go all over the map. In the summer I sail. I used to have my own boat, but when the mast came off in a hurricane, I swore off ever having one again. Now I rent a boat when I need one."

Four children. "The oldest is with New Jersey Bell. Second is an architect, third is on the faculty at Harvard Business School. And the fourth is just getting out of college and has promised that she's going to take a trip across the country before she gets serious."

Supports several charities. "One is the Sci-Tech Center that is going up in Liberty State Park, near the Statue of Liberty. I'm the chairman of Boys Town Jerusalem, where we have 1,400 live-in kids. And I have a class of kids that were adopted up in Paterson, N.J. as part of the Eugene Lang program. If you get on a high perch in

People At The Top/In Their Own Words

the executive world, you run the risk of becoming detached from the real world's problems. In these programs, you find out what the real world's problems are."

On personal investing: "I do it myself. It's all in fixed-income securites. I figure that I have my equity jollies in ADP stock." (He owns 190,000 shares, worth $7.4 million.)

Reflections on success: "I'm from a lower-middle-class background. My parents were immigrants from Europe who struggled their way through the Depression. For me, the wind was blowing in the right direction."

Ted Wetterau

Wetterau, Inc.

$4,240,000

"My grandfather founded the company 120 years ago. When I entered the company in 1951, it was doing about $21 million. This year it will do over $5 billion."

Married 35 years to wife, Helen; they have two sons, 34 and 31, and a daughter, 28. Both sons went to father's college, Westminster, in Fulton, Mo., and then joined the company. Five grandchildren, two more on the way.

"Our family is probably our greatest enjoyment." For vacations, takes off for family condominium in Naples, Fla.: "Every Thanksgiving the whole family goes down and we all compete in golf. The kids're still trying to beat the old man. In fact, they're doing it now."

Expenses: "My biggest expense, now diminishing, was the education of my children and helping them proceed in their lives—a down payment on their homes and so on. That's really what a family is all about."

Investing? "I do dabble in some stocks, but I'm not sophisticated. I stick mostly with blue chips and invest heavily in the company."

Most admired business leader: "President Reagan, because of his communication skills."

Charities: "Quite a few, but the one I enjoy supporting most is my church" (Presbyterian).

Is $4.2 million a lot of money? "Certainly sounds like a lot, compared with what I made in 1951."

Joseph D. Williams

Warner-Lambert

$6,417,000

"I have three old cars that I fool with." Red '61 Aston Martin BD4 ("like the one in the *Goldfinger* movie"), white '63 Mercedes 220SE convertible and '63 Rolls-Royce Silver Cloud. Mercedes is his favorite. "You can put the top down and drive it anywhere."

Golf fan who maintains a 17 handicap at Pine Valley, Baltusrol, Mid Ocean-Bermuda clubs. Played AT&T Pro Am tourneys at Pebble Beach and United Airlines tourney in Hawaii. Williams' most recent vacation was

golfing in Bermuda.

Philanthropic activities: chairman of Project Hope and United Negro College Fund. Also heading drive to raise $50 million for New Jersey Sci-Tech Center. "We need to stimulate young people to go into science."

Wife Millie earned law degree five years ago, and is now part-time medical malpractice attorney. Biggest expense: "Most of the big expenses are behind us now." Covers parent's retirement center costs. Son Dan works at Chase Manhattan Bank.

"I spend almost all of my time on the company, so I use an outside financial adviser." Buys blue-chip stocks and holds. Bought drug stocks after October crash. Owns Merck. Currently 50% in T bills and CDs. "I never had the opportunity to do much investing until the last five or six years. One of these days I'm going to buy a vacation home someplace warm by a golf course."

What it's like to earn $6.4 million: "When you grew up in Nebraska, and your father was a druggist, and you started working for $275 a month, it seems like a lot of money. But in the scheme of what goes on in this world, it's a very little bit of money."

Most admired business leader: James Olson, AT&T's late chairman. "He led the strategies to make AT&T a competitive company after the divestiture, and then found Bob Allen to succeed him."

Corporate America's Most Powerful People

Here is the top of the U.S. corporate pyramid, the 800 men and women who lead our largest public corporations. With few exceptions, to make this list, you had to be chief executive of a Forbes 500 company. How much do these people earn? We ranked the 800 in order of their total compensation in 1988. Our definitions of compensation follow:

Salary + bonus includes all cash and deferred salary and bonus payments in 1988, as well as directors' fees and commissions.

Other includes payments made under long-term compensation plans, restricted stock awards vested or released from restrictions in 1988, thrift plan contributions, company-paid health and insurance plans and other benefits.

Stock gains includes the net value from the exercise of stock options or stock appreciation rights granted in prior years whether realized in shares or cash. *Stock owned* shows the value of the executive's holdings as a percentage of the firm's total market value. *Market value* is based on shares outstand-

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Abbott Laboratories/Robert A Schoellhorn	60	Philadelphia PA	Phil Col Textiles, BS '55	technical	15	10
Aetna Life & Cas/James T Lynn	62	Cleveland OH	Case Western Res, BA '48/Harvard, LLB '51	legal	11	5
Affiliated Bshs Colo/Kent O Glin	58	Chicago IL	Ripon, BA '55	banking	18	2
Affiliated Pubs/William O Taylor	56	Boston MA	Harvard, BA '54	financial	33	7
HF Ahmanson/Richard H Deihl	60	Whittier CA	Whittier, BA '49	banking	30	5
Air Prods & Chems/Dexter F Baker	62	Worcester MA	Lehigh, BA '50/Lehigh, MBA '57	technical	37	3
Albertson's/Warren E McCain	63	Logan KS		operations	38	12
Alco Standard/Ray B Mundt	60	Appleton WI	Wis Milw, BS '53	operations	19	9
Alexander & Alexander/Tinsley H Irvin	56	Cornelia GA	Georgia St, BBA '55	insurance	36	2
Alexander & Baldwin/Robert J Pfeiffer	69	Fiji		operations	29	9
Alleghany/Fred M Kirby	69	Wilkes-Barre PA	Lafayette, AB '42/Harvard, MBA '47	investment	31	22
Allegheny Ludlum/Richard P Simmons	58	Bridgeport CT	MIT, BS '53	operations	21	9
Allegheny Power/Klaus Bergman	58	Germany	Columbia, AB '53/Columbia, LLB '55	legal	18	4
Allied-Signal/Edward L Hennessy Jr	61	Boston MA	Fairleigh Dickinson, BA '55	financial	10	10
Alltel/Joe T Ford	51	Conway AR	Arkansas, BS '59	administration	30	2
Altus Bank/William I Watson III	43	Leland MS	Davidson, BA '68/Harvard, MBA '71	banking	2	2
Alcoa/Paul H O'Neill	53	St Louis MO	Cal St Fresno, BA '60/Indiana, MPA '66	administration	2	2
AMAX/Allen Born	55	Durango CO	Texas El Paso, BS '58	technical	22	3
Amdahl/John C Lewis	53	Livingston MT	Cal St Fresno, BS '57	marketing	12	6
Amerada Hess/Leon Hess*	75	New York NY		administration	43	24
American Brands/William J Alley	59	Vernon TX	Oklahoma, BBA '51/Oklahoma, JD '54	insurance	22	2
American Capital/Jack D Burstein	43	Poland	CUNY City Col, BA '66	financial	5	5
American Continental/Charles H Keating Jr	66	Cincinnati OH		financial	13	13
American Cyanamid/George J Sella Jr	60	West New York NJ	Princeton, BS '50/Harvard, MBA '52	operations	35	6
American Electric/Willis S White Jr	62	Portsmouth VA	Virginia Polytech, BS '48/MIT, MS '58	technical	41	13
American Express/James D Robinson III	53	Atlanta GA	Georgia Tech, BS '57/Harvard, MBA '61	financial	19	12
American Family/John B Amos*	64	Enterprise AL	Miami, BA '44/Florida, JD '49	legal	34	34
American General/Harold S Hook	57	Kansas City MO	Missouri, BS '53/Missouri, MA '54	insurance	19	11
American Home Prods/John R Stafford	51	Harrisburg PA	Dickinson, BA '59/Geo Washington, LLB '62	legal	19	3
American Intl Group/Maurice R Greenberg	64	New York NY	Miami, BA '48/New York Law, LLB '50	insurance	28	22

*Company founder

ing and stock prices as of Apr. 26.

Note that in determining stock holdings we include shares of beneficial interest and shares held by an executive's wife or children, even if ownership is legally disclaimed. However, shares held by family members active in the business or by foundations are not included. Also excluded, where possible, are shares in which the executive shares voting and investment power.

We also include sales and profits of the executives' respective firms.

In 1988 over 300 of the chief executives in our survey earned, in total, $1 million or more. That's up from 272 last year. On top is Walt Disney Productions' Michael Eisner, at $40.1 million. Note that, as in the case of most of the highest-paid executives, the bulk of Eisner's pay came in the form of stock gains. And note that Disney's profits—$522 million last year, and still rising—and its market value—now $11.2 billion—are around five times higher than when Eisner took over.

—Salary (000)	Compensation— bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$1,450	9%	$472	$2,322	$4,245	38	0.08%	$9.2	$4,937	$752.0	Abbott Labs
1,137	9	37	—	1,173	255	0.02	1.1	24,296	698.9	Aetna Life
200	NA	22	—	222	780	0.15	0.2	254	–3.2	Affiliated Bshs
438	12	—	1,792	2,230**	86	5.36	156.5	534	–80.9	Affiliated Pubs
1,026	23	—	624	1,650	150	0.15	2.8	3,517	202.8	HF Ahmanson
997	17	17	881	1,895	116	0.21	4.8	2,487	219.5	Air Products
970	26	22	—	992	334	0.52	15.0	6,773	162.5	Albertson's
1,419	19	24	123	1,566	158	0.51	5.7	3,871	166.3	Alco Standard
461	–6	10	—	471	633	0.12	1.2	1,228	65.0	Alexander & Alex
1,325	25	326	525	2,176	90	0.44	7.7	665	135.1	Alexander & Bald
866	NA	725	—	1,592	155	9.70	54.6	1,006	46.0	Alleghany
883	NA	3	—	886	375	29.33	258.2	1,208	108.6	Allegheny Ludlum
328	12	—	—	328	727	‡	0.1	2,170	205.1	Allegheny Power
1,550	12	398	—	1,948	112	0.10	4.7	11,909	463.0	Allied-Signal
653	11	62	—	714	470	0.39	7.1	1,068	125.0	Alltel

In terms of formal education, these 800 chief executives are a diverse lot. Of the 710 who earned undergraduate degrees, 360 went on to earn graduate degrees. But higher education is no sure road to the top. Among those holding no college degree are Amerada Hess' Leon Hess; Anheuser-Busch's August A. Busch III; and Dreyfus' Howard Stein.

240	0	—	—	240	775	0.70	0.1	274	–22.9	Altus Bank
1,113	97	7	—	1,120	277	‡	0.1	9,795	861.4	Alcoa
1,279	33	119	—	1,398	184	‡	0.2	3,944	740.9	AMAX
930	4	1,768	—	2,698	61	0.07	1.4	1,802	213.8	Amdahl
300	50	15	—	315	737	12.64	397.2	4,206	124.2	Amerada Hess
1,351	37	23	276	1,650	149	0.02	1.2	7,236	580.0	American Brands
374	–11	—	—	374**	705	4.51	1.9	639	3.8	American Capital
1,955	10	—	—	1,955**	111	15.50	2.1	696	–39.1	Am Continental
1,692	20	—	—	1,692	139	0.04	2.1	4,592	305.6	Am Cyanamid
621	6	14	—	634	515	0.02	0.8	4,841	626.8	Amer Electric
2,764	40	2,057	6,419	11,241	6	0.12	15.8	22,934	1,038.5	American Express
3,700	25	77	749	4,526	32	2.36	36.3	2,325	108.9	American Family
1,089	3	160	—	1,249	228	0.12	5.2	3,823	442.0	American General
1,073	–18	21	535	1,629	153	0.03	3.7	5,501	932.2	Amer Home Prods
975	11	—	—	975	343	2.17	290.7	13,613	1,217.0	Amer Intl

[1]Sales and profits as reported in the Forbes 500s Annual Directory Issue, May 1, 1989. ‡Less than 0.01%. **Prior year data. NA Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education: undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
American Medical/Richard A Gilleland	44	Lincoln NE	Minnesota, BA '67	sales	‡	‡
American Natl Ins/Orson C Clay	58	Bountiful UT	Brigham Young, BS '55/Harvard, MBA '59	financial	19	12
American Petrofina/Ronald W Haddock	48	St Elmo IL	Purdue, BS '63	administration	3	‡
American President/W Bruce Seaton	64	Philadelphia PA	UCLA, BS '49	financial	19	6
American Savings/John T Morgan	59	New York NY	Minnesota, BS '51/Harvard, MPA '63	banking	17	10
American Stores/Jonathan L Scott	59	Nampa ID		retailing	2	‡
American Tel & Tel/Robert E Allen	54	Joplin MO	Wabash, BA '57	administration	32	1
AmeriFirst Bank/Ronald J Burns	60	Fall River MA	Brown, BA '51	investment	‡	‡
Ameritech/William L Weiss	60	Big Run PA	Penn St, BS '51	operations	38	5
Ameritrust/Jerry V Jarrett	57	Abilene TX	Oklahoma, BBA '57/Harvard, MBA '63	banking	15	5
Ames Dept Stores/Peter B Hollis	46	Newton MA	Vermont, BS '65	retailing	3	2
Amoco/Richard M Morrow	63	Wheeling WV	Ohio St, BS '48	technical	41	6
Amoskeag/Joseph B Ely II	50	Boston MA	Boston U, BS '65	operations	18	11
AMP/Walter F Raab	64	Philadelphia PA	Pennsylvania, BS '45	financial	36	7
AMR/Robert L Crandall	54	Westerly RI	Rhode Island, BS '57/Pennsylvania, MBA '60	financial	16	4
AmSouth Bancorp/John W Woods	57	Evanston IL	U of the South, BA '54	banking	20	17
Anadarko Petroleum/Robert J Allison Jr	50	Evanston IL	Kansas, BS '60	technical	16	10
Anchor Savings Bank/James M Large Jr	57	Philadelphia PA	Princeton, BSE '54	banking	‡	‡
Anheuser-Busch Cos/August A Busch III	51	St Louis MO		operations	32	14
Aon/Patrick G Ryan	52	Milwaukee WI	Northwestern, BS '59	insurance	25	7
Apple Bank/Jerome R McDougal	61	Lynbrook NY		banking	8	3
Apple Computer/John Sculley	50	New York NY	Brown, BS '61/Pennsylvania, MBA '63	marketing	6	6
Archer Daniels/Dwayne O Andreas	71	Worthington MN		financial	19	19
Argonaut Group/Charles E Rinsch	56	Vincennes IN	Indiana, BS '53/Stanford, MBA '60	financial	23	1
Aristech Chemical/Thomas Marshall	60	Pittsburgh PA	Pittsburgh, BBA '57	operations	40	2
Arkla/Thomas F McLarty III	42	Hope AR	Arkansas, BA '69	administration	6	4
Armco/Robert E Boni	61	Canton OH	Cincinnati, BS '51/Carnegie-Mellon, PhD '54	technical	32	4
Armstrong World Inds/William W Adams	55	Dubuque IA	Iowa St, BS '56	marketing	33	1
Asarco/Richard de J Osborne	55	Bronxville NY	Princeton, AB '56	financial	14	4
Ashland Oil/John R Hall	56	Dallas TX	Vanderbilt, BS '55	operations	32	8
Atlantic Financial/Donald R Caldwell	42	Boston MA	Babson, BS '67/Harvard, MBA '73	banking	6	5
Atlantic Richfield/Lodwrick M Cook	60	Castor LA	Louisiana St, BS '50/So Methodist, MBA '65	operations	33	4
Automatic Data/Josh S Weston	60	Brooklyn NY	CUNY City Col, BS '50/U of N Zealand, MA '52	operations	19	6
Avery International/Charles D Miller	61	Hartford CT	Johns Hopkins, AB '49	marketing	25	12
Avnet/Leon Machiz	64	Brooklyn NY		marketing	37	‡
Avon Products/James E Preston	56	Evanston IL	Northwestern, BS '55	operations	25	‡
Baker Hughes/James D Woods	57	Falmouth KY	Cal St Fullerton, BA '66	financial	34	2
Bally Manufacturing/Robert E Mullane Jr	57	Cincinnati OH	Georgetown, BA '54/Harvard, MBA '56	administration	16	9
Baltimore Bancorp/Harry L Robinson	60	Baltimore MD	Baltimore Commerce, BS '72/Loyola, MBA '80	banking	42	4
Baltimore G&E/George V McGowan	61	Baltimore MD	Maryland, BS '51	technical	38	1
Banc One/John B McCoy	45	Columbus OH	Williams, BA '66/Stanford, MBA '67	banking	22	5
Banco Popular PR/Richard L Carrion	36	San Juan PR	Pennsylvania, BS '73/MIT, MA '76	banking	13	‡
Bancorp Hawaii/H Howard Stephenson	59	Wichita KS	Michigan, BA '50/Missouri, JD '58	banking	30	‡
Bandag/Martin G Carver	40	Davenport IA	Iowa St, BA '70/Indiana, MBA '72	financial	10	6
Bank of Boston/Ira Stepanian	53	Cambridge MA	Tufts, BA '58/Boston C, MBA '71	banking	26	2

‡New CEO; see Horizons for tenure information

—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
NA	NA	—	—	—	—	—	$	$3,017	$76.5	American Medical
$740	69%	$62	—	$802	424	0.09%	$0.9	934	94.2	Amer Natl Ins
339	NA	37	—	377	701		$	2,635	132.9	Amer Petrofina
729	2	966	—	1,696	138	0.64	3.9	2,131	81.3	Amer President
569	42	27	—	596	544	0.62	0.6	403	33.3	American Savings
529	NA	—	—	529**	601		0.1	18,478	98.3	American Stores
1,284	43	324	$48	1,656	147		1.6	35,210	–1,669.0	AT&T
NA	NA	—	—	—	—		$	437	–8.5	AmeriFirst Bank
1,250	9	43	458	1,751	131	0.01	1.7	9,903	1,237.4	Ameritech
755	96	20	233	1,009	323	0.12	1.1	1,052	103.5	Amerltrust
594	0	6	—	600**	539	0.06	1.3	3,363	47.2	Ames Dept Stores
1,278	28	264	369	1,910	114	0.02	4.9	21,150	2,063.0	Amoco
936	9	76	—	1,012	321	1.12	0.9	1,376	3.6	Amoskeag
612	13	152	—	764	444	0.04	1.6	2,670	319.1	AMP
1,000	5	330	—	1,330	202	0.07	2.4	8,824	476.8	AMR
569	19	—	—	569	565	0.23	1.5	797	79.8	AmSouth Bancorp
980	74	—	—	980	340	0.53	7.8	333	39.8	Anadarko Pet
NA	NA	—	—	—	—		$	750	–7.4	Anchor Savings
1,541	6	16	4,126	5,684	22	0.06	6.3	8,924	715.9	Anheuser-Busch
472	–28	45	—	517	604	13.70	279.9	2,732	179.5	Aon
473	10	27	—	499	612	0.52	0.8	296	24.3	Apple Bank
2,479	16	—	7,013	9,492	9	0.09	4.3	4,434	419.3	Apple Computer
1,104	13	—	—	1,104	284	3.03	134.6	7,379	364.4	Archer Daniels
316	0	2	—	318	735	0.02	0.1	467	101.8	Argonaut Group
801	3	1,529	1,124	3,455	46	0.64	3.0	1,065	164.5	Aristech Chem
495	2	289	—	784	433	0.07	1.3	1,956	117.3	Arkla
678	30	213	—	892	372	0.07	0.6	3,227	101.3	Armco
496	32	4	—	499	613	0.02	0.4	2,680	162.7	Armstrong World
993	–13	10	—	1,003	328	0.04	0.5	1,988	207.2	Asarco
998	15	7	1,301	2,306	82	0.07	1.8	7,860	239.6	Ashland Oil
336	–2	27	—	363	710	0.63	0.1	753	–32.0	Atlantic Finl
1,619	12	68	—	1,688	141	0.03	5.0	17,626	1,583.0	Atlantic Richfield
571	12	—	1,455	2,026	104	0.25	7.4	1,617	178.2	Automatic Data
898	12	36	771	1,705	137	0.20	2.1	1,582	77.7	Avery Intl
904	NA	—	—	904	363	0.18	1.5	1,934	50.7	Avnet
737	NA	—	—	737	460	0.12	1.8	3,063	–424.5	Avon Products
1,014	64	50	–	1,064	299	0.15	3.1	2,336	58.1	Baker Hughes
1,820	0	654	1,347	3,822	42	0.74	4.4	1,867	38.0	Bally Mfg
293	–6	—	53	346	719	0.22	0.4	275	1.8	Baltimore Bancp
424	23	39	—	463	638	0.09	2.1	1,864	303.4	Baltimore G&E
997	19	136	—	1,133	272	0.27	8.7	2,735	340.2	Banc One
170	NA	15	—	186	785	1.03	4.3	532	47.4	Banco Popular PR
633*	NA	28	187	848	394	0.21	1.3	583	74.9	Bancorp Hawaii
254	NA	20	—	274	760	4.75	49.8	421	69.8	Bandag
1,176	85	175	—	1,351	198	0.05	0.9	5,296	322.3	Bank of Boston

Sales and profits in parentheses are losses. Some data not available. MM = Over $1 million. NA = Not available. *Has not been with company for full year. **Does not include stock gains because data not available. $ = Less than $1 million.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Bank of New England/Walter J Connolly Jr	61	Boston MA	Yale, BA '50	banking	28	9
Bank of New York/John Carter Bacot	56	Utica NY	Hamilton, AB '55/Cornell, LLB '58	financial	29	7
Bank South/Robert P Guyton	52	Blue Mountain MS	Mississippi, BA '58/Harvard, MBA '66	banking	9	8
BankAmerica/Alden W Clausen	66	Hamilton IL	Carthage, BA '44/Minnesota, LLB '49	banking	40	3
Bankers Trust NY/Charles S Sanford Jr	52	Savannah GA	Georgia, BA '58/Pennsylvania, MBA '60	banking	28	2
BanPonce/Alberto M Paracchini	57	Ponce PR	Pennsylvania, BS '53/Pennsylvania, MBA '57	financial	33	6
CR Bard/George T Maloney	56	Philadelphia PA	Siena, BS '54	sales	30	‡
Barnett Banks/Charles E Rice	53	Chattanooga TN	Miami, BBA '58/Rollins, MBA '64	banking	24	10
Battle Mountain Gold/Douglas J Bourne	66	Tulsa OK	Oklahoma, BS '43	technical	43	4
Bausch & Lomb/Daniel E Gill	52	Ziegler IL	Northwestern, BS '58	financial	11	8
Baxter International/Vernon R Loucks Jr	54	Evanston IL	Yale, BA '57/Harvard, MBA '63	marketing	23	9
BayBanks/William M Crozier Jr	56	Brooklyn NY	Yale, BA '54/Harvard, MBA '63	banking	25	15
BB&T Financial/L Vincent Lowe Jr	52	Chadbourn NC	N Carolina, BS '59	banking	28	7
Bear Stearns Cos/Alan C Greenberg	61	Wichita KS	Missouri, BA '49	sales	40	11
Becton Dickinson/Raymond V Gilmartin	48	Washington DC	Union, BSEE '63/Harvard, MBA '68	operations	13	‡
Bell Atlantic/Raymond W Smith	51	Pittsburgh PA	Carnegie-Mellon, BS '59/Pittsburgh, MBA '67	operations	30	‡
BellSouth/John L Clendenin	55	El Paso TX	Northwestern, BA '55	operations	34	5
Beneficial Corp/Finn M W Caspersen	47	New York NY	Harvard, LLB '66	financial	17	13
Benj Franklin S&L/G Dale Wright	55	Salt Lake UT	Utah, BS '59/Oregon, PhD '68	banking	6	6
Bergen Brunswig/Emil P Martini Jr	60	Teaneck NJ	Purdue, BS '50	technical	37	20
Berkshire Hathaway/Warren E Buffett	58	Omaha NE	Nebr Lincoln, BS '50/Columbia, MBA '51	investment	24	19
Bethlehem Steel/Walter F Williams	60	Upland PA	Delaware, BCE '51	operations	38	3
Beverly Enterprises/Robert Van Tuyle	76	Manchester IL	Cincinnati, BS '34	administration	18	15
Black & Decker/Nolan D Archibald	45	Ogden UT	Weber St, BS '68/Harvard, MBA '70	marketing	4	3
H&R Block/Henry W Bloch*	66	Kansas City MO	Michigan, BS '43	administration	34	34
Boatmen's Bancshares/Andrew B Craig III	58	Buffalo NY	Cornell, BA '55	banking	4	1
Boeing/Frank A Shrontz	57	Boise ID	Idaho, LLB '54/Harvard, MBA '58	administration	31	3
Boise Cascade/John B Fery	59	Bellingham WA	Washington, BA '53/Stanford, MBA '55	operations	32	17
Borden/Romeo J Ventres	64	Boston MA	Worcester Polytech, BS '45	operations	32	3
Boston Edison/Stephen J Sweeney	60	Winthrop MA	Mt St Mary's, BA '50	technical	36	5
Bowater/Anthony P Gammie	54	England		operations	34	6
Bristol-Myers/Richard L Gelb	64	New York NY	Yale, BA '45/Harvard, MBA '50	administration	39	17
Broad Inc/Eli Broad*	55	New York NY	Michigan, BA '54	financial	32	32
Brooklyn Union Gas/Elwin S Larson	63	Bayshore NY	Rensselaer Polytech, BME '47	technical	42	3
Brown-Forman/W L Lyons Brown Jr	52	Louisville KY	Virginia, BA '58	marketing	29	13
Brown Group/Bernard A Bridgewater Jr	55	Tulsa OK	Oklahoma, LLB '58/Harvard, MBA '64	administration	10	7
Browning-Ferris Inds/Wm D Ruckelshaus	56	Indianapolis IN	Princeton, AB '55/Harvard, LLB '60	legal	2	1
Bruno's/Angelo J Bruno*	65	Birmingham AL		retailing	30	12
Brunswick/Jack F Reichert	58	West Allis WI		marketing	32	7
Burlington Northern/Gerald Grinstein	56	Seattle WA	Yale, BA '54/Harvard, LLB '57	legal	2	‡

*Company founder ‡ New CEO (less than six months in office)

—Salary ($000)	Compensation— + bonus— % change	other ($000)	stk gains ($000)	total ($000)	Rank among 800 execs	——Stock owned—— %	mkt val ($mil)	—Company data[1]— sales ($mil)	profits ($mil)	Company
$870	3%	—	—	$870	381	0.05%	$0.7	$3,197	$281.7	Bank New England
1,029	14	$327	527	1,383	188	0.18	5.1	2,620	213.0	Bank of New York
510	63	—	—	510	607	0.15	0.7	482	43.4	Bank South
1,500	94	75	—	1,575	156	0.04	2.1	10,181	547.0	BankAmerica
1,750	0	66	284	2,100	99	0.04	1.4	5,851	647.7	Bankers Trust NY
308	17	—	—	308	741	0.12	0.2	296	20.9	BanPonce
624	NA	31	211	866	382	0.26	3.3	758	78.7	CR Bard
936	13	58	441	1,435	179	0.09	1.9	2,546	226.4	Barnett Banks
358	6	14	—	372	707	0.14	1.3	141	59.4	Battle Mtn Gold
927	14	1,119	164	2,210	87	0.11	1.9	978	97.9	Bausch & Lomb

Of these 800 chief executives, only 3 are women: Washington Post's Katharine Graham ($1.4 million compensation); Golden West Financial's Marion O. Sandler ($850,725); and Liz Claiborne's Elisabeth C. Ortenberg ($700,000).

997	–17	—	133	1,130	274	0.11	5.1	6,861	388.0	Baxter Intl
503	8	44	99	645	502	0.32	2.2	917	88.5	BayBanks
535	23	13	51	599	540	0.30	1.1	412	38.7	BB&T Finl
2,448	–57	—	—	2,448	71	1.81	21.6	2,078	199.2	Bear Stearns Cos
456	NA	130	1,384	1,969	107	0.03	0.6	1,749	165.1	Becton Dickinson
384	NA	342	100	825[2]	409	[3]	1.3	10,880	1,316.8	Bell Atlantic
1,165	4	45	34	1,244	230	[3]	1.6	13,597	1,665.5	BellSouth
1,027	5	12	—	1,039	306	3.51	38.9	1,418	105.0	Beneficial Corp
331	9	—	—	331	726	1.01	0.4	525	11.5	Benj Franklin
922	25	—	—	922	355	1.27	6.7	3,730	40.1	Bergen Brunswig
101	0	—	—	101	789	44.68	3,148.8	2,333	399.3	Berkshire Hathwy
505	10	195	338	1,038	308	0.03	0.5	5,489	391.6	Bethlehem Steel
604	–2	42	—	646	501	0.53	2.5	2,025	–23.9	Beverly Ent
847	19	60	—	907	359	0.01	0.1	2,374	104.3	Black & Decker
606	11	142	—	748	453	6.34	85.6	835	90.2	H&R Block
631	NA	—	—	631	518	0.02	0.2	1,378	69.8	Boatmen's
846	15	28	206	1,080	294	[3]	0.5	16,962	614.0	Boeing
1,052	34	48	—	1,100	287	0.19	3.7	4,095	289.1	Boise Cascade
1,412	21	155	575	2,143	94	0.04	1.8	7,244	311.9	Borden
308	–8	—	—	308	744	[3]	0.0	1,203	84.2	Boston Edison
674	4	32	—	706	473	0.06	0.6	1,410	164.3	Bowater
1,485	14	75	12,578	14,138	3	0.25	34.1	5,973	829.0	Bristol-Myers
444	NA	5	—	449	653	18.93	43.3	1,157	–13.7	Broad Inc
343	NA	—	—	343	721	0.04	0.2	928	67.1	Brooklyn Union
928	27	15	220	1,163	259	34.63	632.7	1,048	142.2	Brown-Forman
575	–29	195	11	781	435	0.44	2.1	1,707	8.3	Brown Group
800*	NA	—	—	800	426	[3]	0.0	2,172	235.7	Browning-Ferris
280	NA	42	—	322	734	11.71	110.9	2,063	44.5	Bruno's
1,356	17	131	472	1,960	110	0.56	9.2	3,282	193.1	Brunswick
1,350	NA	801	—	2,151	93	[3]	8	4,700	207.2	Burlington Nrthn

[1]Sales and profits as reported in the fiscal year. Year of data varies as follows: 1988—most companies; 1987—Ames, Dayton Hudson, Dillard, Federated, Gap, Kmart, Limited, Lowe's, Melville, Nordstrom, Price Co, Ross Stores, Sears, Toys R Us, Wal-Mart; 1986—Bergen Brunswig, Fleetwood Ent, Giant Food, Hannaford Bros, Hechinger, Home Depot, Jostens, Longs Drug, Luby's Cafeterias, Mercantile Stores, Nash Finch, Pay 'N Pak, Pic 'N Save, Rite Aid, Stop & Shop, Super Valu Stores, Walgreen, Winn-Dixie. [2]New CEO; cash compensation is for entire executive group. [3]Less than 0.005%.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education: undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Burlington Resources/Thomas H O'Leary	55	New York NY	Holy Cross, BA '54/Pennsylvania, MBA '61	banking	7	‡
Cabot/Samuel W Bodman	50	Chicago IL	Cornell, BS '61/MIT, PhD '64	investment	2	1
CalFed/John R Torell III	49	West Hartford CT	Princeton, BS '61	banking	1	1
CalMat/A Frederick Gerstell	51	New York NY	Princeton, AB '60	administration	14	1
Campbell Soup/R Gordon McGovern	62	Norristown PA	Brown, BA '48/Harvard, MBA '50	marketing	33	9
Capital Cities/ABC/Thomas S Murphy	64	Brooklyn NY	Cornell, BS '45/Harvard, MBA '49	administration	35	23
Capital Holding/Irving W Bailey II	47	Cambridge MA	Colorado, BA '63/NYU, MBA '68	investment	8	1
Carnival Cruise Lines/Micky Arison	39	Israel		administration	15	2
Carolina Power & Lt/Sherwood H Smith Jr	54	Jacksonville FL	N Carolina, AB '56/N Carolina, JD '60	legal	24	10
Carter Hawley Hale/Philip M Hawley	63	Portland OR	Calif Berkeley, BS '47	retailing	31	12
Castle & Cooke/David H Murdock	66	Kansas City MO		investment	7	4
Caterpillar/George A Schaefer	60	Covington KY	St Louis, BS '51	financial	38	4
CBI Industries/William A Pogue	61	NA	US Military Acad, BS '50	sales	35	7
CBS/Laurence A Tisch	66	Brooklyn NY	NYU, BS '42/Pennsylvania, MA '43	financial	3	3
Centel/John P Frazee Jr	44	Staunton VA	Randolph-Macon, BA '66	operations	17	2
Centerior Energy/Richard A Miller	62	Cleveland OH	Case Western Res, BBA '50/Harvard, LLB '53	legal	29	1
Centex/Laurence E Hirsch	43	New York NY	Pennsylvania, BS '68/Villanova, JD '71	legal	4	1
Central & So West/Merle L Borchelt	63	Mercedes TX	LA Tech, BS '49	technical	40	1
Central Bancshares/Harry B Brock Jr*	63	Fort Paye AL	Alabama, BS '49	sales	18	18
Central Fidelity Bks/Carroll L Saine	54	Lincolnton NC	Lenoir-Rhyne, BA '54/Richmond, MS '65	banking	32	8
Central Ill Pub Svc/Donald G Raymer	64	Jackson MI	Michigan, BS '48/MIT, MS '60	operations	41	9
CenTrust Savings Bank/David L Paul	50	New York NY	Pennsylvania, BS '61/Columbia, JD '67	investment	6	5
Champion Intl/Andrew C Sigler	57	Brooklyn NY	Dartmouth, BA '53/Dartmouth, MBA '56	sales	33	15
Chase Manhattan/Willard C Butcher	62	Bronxville NY	Brown, BA '47	banking	42	9
Chemical Banking/Walter V Shipley	53	Newark NJ	NYU, BS '61	banking	33	6
Chevron/Kenneth T Derr	52	Wilkes-Barre PA	Cornell, BSME '59/Cornell, MBA '60	technical	29	‡
Chrysler/Lee A Iacocca	64	Allentown PA	Lehigh, BS '45/Princeton, ME '46	operations	11	10
Chubb/Dean R O'Hare	46	Jersey City NJ	NYU, BS '63/Pace, MBA '68	insurance	26	1
Cigna/Wilson H Taylor	45	Hartford CT	Trinity College CT, BS '64	insurance	25	1
Cincinnati Bell/Dwight H Hibbard	65	Hadley MA	MIT, BS '49	technical	40	5
Cincinnati Financial/John J Schiff*	73	Cincinnati OH	Ohio St, BS '38	insurance	39	16
Cincinnati G&E/Jackson H Randolph	58	Cincinnati OH	Cincinnati, BBA '58/Cincinnati, MBA '68	financial	30	3
Circle K/Karl Eller	60	Chicago IL	Arizona, BA '52	marketing	6	6
Circuit City Stores/Richard L Sharp	42	Washington DC		technical	7	3
Citadel Holding/James A Taylor	64	Lodi CA		investment	4	2
Citicorp/John S Reed	50	Chicago IL	MIT, BS '61/MIT, MS '65	banking	24	5
Citizens & Southern/Bennett A Brown	60	Kingstree SC	Presbyterian, BS '50	banking	34	11
Citizens Savings/Charles B Stuzin	47	Miami FL	Florida, BS '64/Miami, JD '67	legal	15	7
Citizens Utilities/Ishier Jacobson	66	Worcester MA	Harvard, LLB '51/Harvard, MS '47	administration	35	8
City National/Bram Goldsmith	66	Chicago IL		financial	14	14
CityFed Financial/John W Atherton Jr	47	Ames IA	Wesleyan, BA '65/Babson, MBA '67	banking	16	‡
Citytrust Bancorp/George F Taylor	56	Bridgeport CT	U of Bridgeport, BS '55/NYU, MBA '61	banking	34	5
Clark Equipment/Leo J McKernan	51	Philadelphia PA		operations	15	3
Clorox/Charles R Weaver	60	Kingman IN	Purdue, BS '50	marketing	36	4
CMS Energy/William T McCormick Jr	44	Washington DC	Cornell, BS '66/MIT, PhD '69	technical	4	4

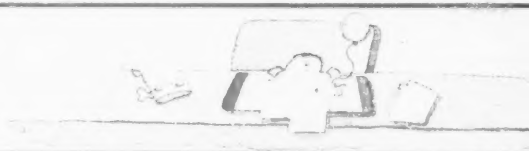
*Company founder; ‡New CEO; less than six months service; NA Not available

—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$1,350	NA	$1,044	—	$2,394††	76	0.02%	$1.7	$2,167	$72.1	Burlington Res
395	32%	7	—	401	682	0.56	6.6	1,770	67.7	Cabot
286	NA	166	—	452	647	0.16	0.9	2,816	134.8	CalFed
571	24	23	—	593	546	0.18	1.6	626	56.4	CalMat
826	19	12	$122	960	346	0.01	0.6	5,269	258.8	Campbell Soup
907	30	124	—	1,031	313	0.75	55.4	4,773	387.1	Cap Cities/ABC
705	11	10	38	753	450	0.10	1.6	2,046	189.9	Capital Holding
550	4	—	—	550	581	1.49	35.7	600	196.4	Carnival Cruise
436	9	6	—	441	659	0.05	1.3	2,273	196.8	Carolina P&L
665	0	1	—	666	495	1.62	3.3	2,708	6.3	Carter Hawley
1,500	25	—	—	1,500	164	22.42	390.2	2,469	112.3	Castle & Cooke
662	34	45	33	740	458	0.01	0.7	10,255	616.0	Caterpillar
471	NA	—	—	471	634	0.20	1.2	1,376	27.5	CBI Industries
1,253	6	9	—	1,262	220	‡	§	2,778	1,153.0	CBS
639	44	583	—	1,222	241	0.12	4.7	1,095	126.3	Centel
362	NA	9	—	371	708	0.02	0.3	2,038	–102.1	Centerior Energy
507	NA	30	—	537	593	‡	0.0	1,730	31.9	Centex
373	NA	66	—	438	662	0.03	0.9	2,512	324.0	Central & So W
528	100	12	92	631	516	4.97	15.4	401	41.0	Central Bancshrs
475	40	13	—	488	619	0.14	0.6	444	49.5	Central Fidelity
249	11	—	—	249	772	0.02	0.1	616	86.2	Central Ill PS
852	12	4	—	856	389	42.36	§	959	6.5	CenTrust Savings
1,377	21	10	—	1,387	187	0.11	3.5	5,129	456.4	Champion Intl
1,396	34	172	—	1,568	157	0.03	1.0	12,365	1,058.9	Chase Manhattan
1,382	138	114	—	1,497	166	0.09	2.1	7,549	753.6	Chemical Banking
800	NA	98	—	898	367	0.02	2.7	25,196	1,768.0	Chevron
1,466	–2	12	2,027	3,504	45	0.12	7.0	35,473	1,050.2	Chrysler
763	NA	46	—	809	416	0.02	0.6	3,980	359.6	Chubb
1,081	NA	23	—	1,104	283	0.02	1.0	17,889	472.2	Cigna
645	27	68	193	906	361	0.15	2.2	738	84.3	Cincinnati Bell
549	30	—	287	836	403	3.85	43.0	910	128.7	Cincinnati Finl
305	18	6	—	311	740	0.02	0.2	1,386	226.9	Cincinnati G&E
439	2	—	—	439	661	6.92	44.5	3,188	52.5	Circle K
598	NA	—	645	1,243	231	1.54	16.2	1,619	63.0	Circuit City
253	0	1	—	255**	771	0.06	0.1	384	24.1	Citadel Holding
1,798	114	—	—	1,798	125	0.14	13.8	32,024	1,698.0	Citicorp
805	86	33	—	838	401	0.20	3.6	2,090	206.3	Citizens & Sthrn
344	NA	52	—	396	688	35.85	13.1	301	14.3	Citizens Savings
457	4	4	—	461**	640	0.07	1.3	300	74.2	Citizens Utils
879	7	—	—	879	377	16.36	101.5	371	49.3	City National
330	NA	38	—	368	709	0.67	0.4	1,047	–22.2	CityFed Finl
340	NA	—	—	340	722	0.29	0.5	280	23.6	Citytrust Bancor
408	NA	459	271	1,138	269	0.09	0.6	1,278	37.4	Clark Equipment
411	–28	443	2,353	3,207	50	0.24	4.6	1,354	138.5	Clorox
625	23	—	329	954	349	0.06	1.4	2,943	271.6	CMS Energy

[1]Sales and profits as reported in the Forbes 500s Annual Directory issue, May 1, 1989. — Less than 0.01%. ‡Less than $1,000,000. **Prior year data. ††New CEO; cash compensation is for another executive officer. NA Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education: undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
CNW/Robert Schmiege	48	Madison WI	Notre Dame, AB '63/Notre Dame, JD '66	legal	21	1
Coast S&L Assn/Ray Martin	53	Nogales AZ		banking	30	5
Coastal Corp/Oscar S Wyatt Jr*	64	Beaumont TX	Texas A&M, BS '49	technical	34	34
Coca-Cola/Roberto C Goizueta	57	Cuba	Yale, BS '53	technical	35	8
Coca-Cola Enterprises/Brian G Dyson	53	Argentina	U of Buenos Aires, BA '59	financial	30	3
Colgate-Palmolive/Reuben Mark	50	Jersey City NJ	Middlebury, BA '60/Harvard, MBA '63	marketing	26	5
Colorado Natl Bkshs/Will F Nicholson Jr*	60	Colorado Spr CO	MIT, BS '50/Denver, MBA '56	banking	19	4
Columbia Gas System/John H Croom	56	Fayetteville NC	N Carolina St, BS '54	marketing	35	5
Columbia Pictures/Victor A Kaufman	45	New York, NY	CUNY Queens, BA '65/NYU, JD '67	legal	13	6
Columbia S&L Assn/Thomas Spiegel	43	Czechoslovakia	USC, BA '65	financial	12	12
Combustion Eng/Charles E Hugel	60	Plainfield NJ	Lafayette, BA '51	operations	7	5
Comcast/Ralph J Roberts*	69	New York NY	Pennsylvania, BS '41	administration	27	27
Comdisco/Kenneth N Pontikes*	49	Chicago IL	Southern Illinois, BA '63	marketing	20	20
Comerica/Eugene A Miller	51	Detroit MI	Detroit Tech, bBA '64	banking	34	‡
Commerce Bcshs/David W Kemper	38	Kansas City MO	Harvard, BA '72/Stanford, MBA '76	banking	11	3
Commercial Federal/William A Fitzgerald	51	Omaha NE	Creighton, BS '59	banking	34	14
Commonwealth Ed/James J O'Connor	52	Chicago IL	Holy Cross, BS '58/Harvard, MBA '60	administration	26	9
Community Psych/James W Conte*	61	Des Plaines IL	Iowa St, BS '50/Northwestern, MS '57	administration	20	12
Compaq Computer/Joseph R Canion*	44	Houston TX	Houston, BS '66/Houston, MS '68	technical	7	7
Computer Associates/Charles B Wang*	44	China	CUNY Queens, BS '67	technical	13	13
ConAgra/Charles M Harper	61	Lansing MI	Purdue, BS '49/Chicago, MBA '50	administration	15	13
Consolidated Edison/Arthur Hauspurg	63	New York NY	Columbia, BS '45/Columbia, MS '47	technical	20	8
Consol Freightways/Larry R Scott	53	Cleveland OH	Bowling Green State U, BS '61	operations	22	1
Consol Natural Gas/George A Davidson Jr	50	Pittsburgh PA	Pittsburgh, BS '60	technical	23	2
Consolidated Papers/George W Mead	61	Milwaukee WI	Yale, BS '50/Inst Paper Chem, MS '52	operations	37	23
Consolidated Rail/James A Hagen	57	Forrest City IA	St Ambrose, BA '56/Iowa, MA '58	marketing	‡	‡
Contel/Donald W Weber	52	Turtle Creek PA	Duquesne, BS '61	financial	25	2
Continental Bank/Thomas C Theobald	52	Cincinnati OH	Holy Cross, AB '58/Harvard, MBA '60	banking	2	2
Continental Corp/John P Mascotte	50	Fort Wayne IN	Virginia, LLB '64	insurance	8	7
Control Data/Robert M Price	58	New Bern NC	Duke, BS '52/Georgia Tech, MS '58	administration	28	3



Cooper Industries/Robert Cizik	58	Scranton PA	Connecticut, BA '53/Harvard, MBA '58	financial	28	14
Adolph Coors/Jeffrey H Coors	44	Greenwich CT	Cornell, BS '67/Cornell, MS '68	technical	21	4
CoreStates Financial/Terrence A Larsen	42	Chicago IL	Dallas, BA '68/Texas A&M, PhD '71	financial	12	1
Corning Glass Works/James R Houghton	53	Corning NY	Harvard, AB '58/Harvard, MBA '62	administration	27	6
Costco Wholesale/James D Sinegal*	53	Pittsburgh PA	San Diego State, BA '59	retailing	4	1
CPC International/James R Eiszner	61	Chicago IL	Illinois, BS '50/Chicago, PhD '52	sales	26	5
Crane/Robert S Evans	45	Pittsburgh PA	Pennsylvania, BA '66/Columbia, MBA '68	financial	15	5
Cray Research/John A Rollwagen	48	Minneapolis MN	MIT, BS '62/Harvard, MBA '64	marketing	14	9
Crestar Financial/Richard G Tilghman	48	Norfolk VA	Virginia, BA '63	banking	23	4
CrossLand Savings FSB/Maurice L Reissman	46	Brooklyn NY		banking	21	2

*Company founder ‡Now CEO for less than a year

—Salary (000)	Compensation— bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$459	NA	—	—	$459	641	0.05%	$0.3	$995	$94.2	CNW
619	16%	—	—	619	528	0.05	0.1	1,110	47.8	Coast S&L Assn
1,042	14	$15	—	1,057	302	4.43	98.6	8,247	157.4	Coastal Corp
2,164	19	580	—	2,745	57	0.28	54.0	8,338	1,044.7	Coca-Cola
1,047	31	23	—	1,070	297	[2]	0.1	3,874	152.6	Coca-Cola Ent
1,236	25	53	—	1,289	213	0.08	2.6	4,734	317.8	Colgate
382	33	9	—	390	692	1.00	1.9	312	10.6	Colorado Natl
500	1	39	—	539	591	0.05	0.9	3,129	119.0	Columbia Gas Sys
826	NA	1,506	—	2,332	80	0.33	6.9	1,387	–97.8	Columbia Pics
3,960	3	667	$4,106	8,734**	11	3.92	6.7	1,302	65.0	Columbia S&L
681	–27	—	—	681	490	0.16	1.7	3,484	–245.2	Combustion Eng
395	17	349	769	1,512**	163	10.67	163.2	412	–19.7	Comcast
836	–58	10	—	846	396	21.44	215.5	1,331	96.0	Comdisco
557	NA	8	117	681[3]	489	0.06	0.5	1,043	112.0	Comerica
430	11	[2]	—	434	666	0.68	3.0	479	49.0	Commerce Bcshs
549	2	—	—	549	583	1.42	0.6	613	1.4	Commercial Fedl
492	11	—	—	492	614	[2]	0.4	5,613	737.5	Commonwealth Ed
675	–27	51	—	726	467	0.98	13.4	347	70.8	Community Psych
1,867	36	—	—	1,867	118	0.30	9.0	2,066	255.2	Compaq Computer
1,431	46	17	—	1,448	174	5.33	158.5	925	142.4	Computer Assocs
1,312	12	1,392	—	2,704	60	1.45	38.4	10,295	171.7	ConAgra
744	45	110	—	854	390	0.01	0.7	5,109	599.3	Con Edison
539	37	248	501	1,287	214	0.06	0.7	2,689	113.2	Consol Freight
464	13	66	—	530	598	0.03	0.9	2,468	192.9	Consol Natural
387	5	11	—	398	685	1.28	21.4	897	149.9	Consol Papers
450*	NA	—	—	450	650	[2]	[2]	3,490	306.0	Conrail
689	46	241	103	1,032	312	0.03	1.3	2,964	276.1	Contel
1,100	69	3	—	1,103	286	0.02	0.2	3,012	315.8	Continental Bank
602	–27	399	—	1,000	329	0.03	0.5	5,878	0.9	Continental Corp
862	–3	394	—	1,256	223	0.22	1.8	3,628	1.7	Control Data

The median age of the top 800 chief executives is 57. But there are surprisingly young faces, too. The three youngest are Microsoft's William H. Gates III (32); Sun Microsystems' Scott G. McNealy (34); and Banco Popular PR's Richard L. Carrión (36). Occidental Petroleum's Armand Hammer, 91, is the oldest of the group.

1,235	40	—	—	1,235	237	0.19	5.6	4,258	224.4	Cooper Inds
355	–3	8	—	363	712	[2]	NA	1,522	46.9	Adolph Coors
763	67	128	144	1,035	310	0.04	0.8	1,630	179.5	CoreStates Finl
878	9	44	274	1,196	247	0.59	17.3	2,122	292.4	Corning Glass
256	NA	—	—	256	770	4.97	27.3	2,194	14.5	Costco Wholesale
1,181	36	714	522	2,417	74	0.15	6.5	4,700	289.1	CPC Intl
950	NA	791	35	1,776	128	1.94	30.9	1,313	49.2	Crane
541	–2	—	351	892	371	0.12	1.8	780	136.6	Cray Research
496	34	—	97	593	547	0.15	1.1	1,013	86.7	Crestar Finl
629	39	15	—	644	505	0.36	0.7	1,365	104.8	CrossLand Svgs

[1]Sales and profits are consolidated totals. Some companies have fiscal years ending other than December 31. [2]Less than 0.01%. [3]Includes $100,000 ***3% of sale. Data [illegible] [illegible] [illegible]

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Crown Cork & Seal/John F Connelly	84	Philadelphia PA		sales	33	32
CSX/John W Snow	49	Toledo OH	U of Toledo, BA '62/Virginia, PhD '65	legal	12	‡
Cullen/Frost Bankers/Thomas C Frost	61	San Antonio TX	Washington & Lee, BS '50	banking	39	18
Cummins Engine/Henry B Schacht	54	Erie PA	Yale, BS '56/Harvard, MBA '62	administration	25	20
Cyprus Minerals/Kenneth J Barr	62	Birmingham AL	Auburn, BS '47	operations	41	4
Dana/Gerald B Mitchell	61	Canada		operations	45	9
Data General/Edson D de Castro*	50	Plainfield NJ	Lowell, BS '60	technical	21	21
Dauphin Deposit/William J King	60	Philadelphia PA	Pennsylvania, BA '74/La Salle U, MBA '80	banking	10	3
Dayton Hudson/Kenneth A Macke	50	Templeton IA	Drake, BS '61	retailing	28	6
Dean Foods/Howard M Dean	52	NA	So Methodist, BBA '60/Northwestern, MBA '61	administration	24	2
Deere/Robert A Hanson	64	Moline IL	Augustana, BA '48	marketing	39	7
Delmarva Power & Lt/Nevius M Curtis	59	Holyoke MA	Havertord, BA '51/Stanford, MBA '56	administration	11	8
Delta Air Lines/Ronald W Allen	47	Atlanta GA	Georgia Tech, BS '64	administration	26	2
Deluxe Corp/Harold V Haverty	59	Detroit MI		operations	35	3
Deposit Guaranty/Emerson B Robinson Jr	47	Centreville MS	Davidson, BS '63/Harvard, MBA '67	banking	22	5
Detroit Edison/Walter J McCarthy Jr	64	New York NY	Cornell, BME '49	operations	26	8
Diamond Shamrock/Roger R Hemminghaus	52	St Louis MO	Auburn, BS '58	technical	5	2
Digital Equipment/Kenneth H Olsen*	63	Bridgeport CT	MIT, BS '50/MIT, MS '52	technical	32	32
Dillard Dept Stores/William T Dillard Sr*	74	Mineral Spr AR	Arkansas, BBA '35/Columbia, MS '37	retailing	50	50
Dime Savings Bank FSB/Harry W Albright Jr	64	Albany NY	Cornell, LLB '52	banking	14	9
Walt Disney/Michael D Eisner	47	New York NY	Denison, BA '64	operations	5	5
Dominion Bankshares/Warner N Dalhouse	54	Roanoke VA	Virginia, BS '56	marketing	33	8
Dominion Resources/William W Berry	57	Norfolk VA	Va Military Inst, BS '54/Richmond, MS '64	technical	32	6
RR Donnelley & Sons/John R Walter	42	Pittsburgh PA	Miami of OH, BS '68	technical	20	‡
Dover/Gary L Roubos	52	Denver CO	Colorado, BS '59/Harvard, MBA '63	operations	18	8
Dow Chemical/Frank P Popoff	53	Bulgaria	Indiana, BA '59/Indiana, MBA '59	marketing	30	2
Dow Jones/Warren H Phillips	62	New York NY	CUNY Queens, BA '47	journalism	42	14
Downey S&L Assn/Gerald H McQuarrie*	67	Minersville UT	Compton, BA '41	administration	32	11
DPL/Peter H Forster	47	Germany	Wis Milw, BS '64/Columbia, JD '72	operations	16	4
Dresser Industries/John J Murphy	57	Olean NY	Rochester Ins Tech, BS '52/So Methodist, MBA '81	operations	37	6
Dreyfus/Howard Stein	62	New York NY		investment	34	18
El du Pont de Nemours/Edgar S Woolard Jr	55	Washington NC	N Carolina St, BS '56	operations	31	‡
Duke Power/William S Lee	59	Charlotte NC	Princeton, BS '51	technical	34	7
Dun & Bradstreet/Charles W Moritz	52	Washington DC	Yale, BA '58	marketing	29	4
Duquesne Light/Wesley W von Schack	45	New York NY	Fordham, BA NA/St John's, MBA NA	financial	5	3
E-Systems/David R Tacke	66	St Louis MO	Pepperdine, MBA '72	technical	43	2
Eastman Kodak/Colby H Chandler	64	Strong ME	Maine, BS '50/MIT, MS '63	technical	39	6
Eaton/James R Stover	62	Marion IN	George Washington, LLB '55	operations	34	3
Echlin/Frederick J Mancheski	62	Stevens Point WI	Wisconsin, BS '48	operations	26	20
EG&G/John M Kucharski	53	Milwaukee WI	Marquette, BS '58/George Washington, JD '65	technical	17	2
Emerson Electric/Charles F Knight	53	Lake Forest IL	Cornell, BME '58/Cornell, MBA '59	administration	16	16
Emhart/Peter L Scott	62	Bellaire OH	Ohio St, BS '49	administration	4	4
Empire of America/Paul A Willax	50	Buffalo NY	Canisius, BA '61/SUNY Buffalo, MBA '67	banking	22	6
Engelhard/Orin R Smith	53	Newark NJ	Brown, AB '57/Seton Hall, MBA '64	sales	12	5
Enron/Kenneth L Lay	47	Tyrone MO	Missouri, BA '64/Houston, PhD '70	administration	5	5

*Company founder ‡New CEO less than six months ‡‡Co-CEO NA Not available

—Salary (000)	Compensation: + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	Stock owned— %	mkt val (mil)	Company data[1]— sales (mil)	profits (mil)	Company
$456	111%	$1	—	5457	643	1.47%	$19.6	$1,834	$93.4	Crown Cork
815	NA	—	—	815	414	0.02	0.6	7,592	147.0	CSX
306	0	40	—	346	720	4.22	5.7	315	2.4	Cullen/Frost
450	-7	1,367	—	1,817	123	0.08	0.6	3,310	-63.4	Cummins Engine
520	NA	3	—	523	602	0.11	1.2	1,327	170.0	Cyprus Minerals
888	34	314	$361	1,563	159	0.20	3.4	5,190	162.2	Dana
576	37	—	—	576	559	2.97	14.8	1,330	-45.4	Data General
393	10	2	—	395	689	0.05	0.2	298	40.7	Dauphin Deposit
1,168	26	214	744	2,126	96	0.09	3.4	12,204	287.0	Dayton Hudson
551	29	346	—	896	368	0.58	4.9	1,612	46.1	Dean Foods
906	88	—	1,079	1,984	106	0.04	1.4	5,461	267.6	Deere
327	11	—	—	327	728	0.01	0.1	768	84.7	Delmarva P&L
457	14	601	—	1,058	301	‡	0.3	7,323	344.5	Delta Air Lines
510	12	65	109	684	485	0.05	1.2	1,196	143.4	Deluxe Corp
225	10	10	—	235	776	0.40	1.0	347	31.5	Deposit Guaranty
451	0	10	—	461	639	‡	0.2	3,102	-235.3	Detroit Edison
575	46	7	—	582	557	0.08	0.5	1,804	54.3	Diamond Sham R&M
932	3	—	9,052	9,984	8	1.92	232.5	12,285	1,209.1	Digital Equip
1,193	7	30	—	1,223	240	4.31	74.4	2,558	113.8	Dillard Dept
558	3	15	—	573	561	0.28	0.8	1,051	45.6	Dime Savings Bk
7,506	12	6	32,588	40,100	1	0.29	32.4	3,747	569.9	Walt Disney
504	-6	6	63	573	564	0.09	0.7	898	83.0	Dominion Bkshrs
558	-3	65	—	623	524	0.01	0.5	3,344	438.4	Dominion Res
405	NA	62	—	468	636	0.04	1.1	2,878	205.3	RR Donnelley
924	18	3	323	1,251	226	0.09	1.7	1,954	145.8	Dover
1,040	15	796	923	2,759	56	0.03	4.5	16,682	2,410.0	Dow Chemical
740	6	401	—	1,141	268	0.05	1.6	1,603	228.2	Dow Jones
821	153	—	—	821	412	11.68	22.3	331	29.0	Downey S&L
340	4	189	—	529	600	0.02	0.2	984	124.7	DPL
978	97	—	—	978	342	0.03	0.8	3,989	135.7	Dresser Inds
1,531	-11	741	—	2,272	84	2.81	34.5	268	90.9	Dreyfus
1,048	NA	11	—	1,058	300	‡	2.3	32,514	2,190.0	El du Pont
479	31	119	—	598	541	0.04	2.0	3,627	448.1	Duke Power
1,120	15	621	784	2,525	68	0.03	2.7	4,267	499.0	Dun & Bradstreet
261	45	—	—	261	767	0.02	0.2	1,063	137.4	Duquesne Light
944	13	408	—	1,352	197	0.30	2.8	1,439	74.6	E-Systems
1,252	20	—	—	1,252	225	‡	1.2	17,034	1,397.0	Eastman Kodak
1,144	22	14	—	1,158	262	0.10	2.1	3,469	230.0	Eaton
400	NA	—	664	1,064	298	0.88	8.2	1,386	64.9	Echlin
685	34	—	64	749	451	0.04	0.4	1,406	68.7	EG&G
1,681	-4	658	7	2,345	79	0.13	9.1	6,793	540.7	Emerson Electric
1,000	0	—	—	1,000**	330	33	8.3	2,763	126.6	Emhart
405	8	28	—	433	667	1.07	0.2	1,090	-57.3	Empire of Amer
875	-2	—	—	875	380	0.37	3.5	2,351	63.7	Engelhard
977	-7	117	—	1,094	290	0.02	0.5	5,708	130.2	Enron

Sales and profits as reported by the latest annual statement. Mar. 31, 1989 — Dec. 31, 1988 — **Plus stock options — NA Not available

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education—undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Enserch/William C McCord	61	San Antonio TX	Texas A&M, BA '49	technical	40	18
Equimark/Alan S Fellheimer	46	Philadelphia PA	Temple, BA '68/Temple, JD '71	legal	5	4
Equitable Bancorp/H Grant Hathaway	61	New York NY		banking	34	8
Esselte Business Sys/Hans Fristedt	47	Sweden	Stockholm School of Economics, BS '64/MBA '66	financial	17	3
Ethyl/Floyd D Gottwald Jr	66	Richmond VA	Va Military Inst, BS '43/Richmond, MS '51	administration	46	19
Exchange Bancorp/Ira J Kaufman	61	Chicago IL		financial	10	7
Exxon/Lawrence G Rawl	61	Lyndhurst NJ	Oklahoma, BS '52	technical	37	2
Far West Financial/Fred Kayne	51	Chicago IL	MIT, BS '60	banking	2	1
Farm & Home Finl/Donald F Roby	60	Osceola IA	Drake, BS '50	administration	3	3
Federal Express/Frederick W Smith*	44	Marks MS	Yale, BA '66	technical	18	18
Federal Natl Mortgage/David O Maxwell	59	Philadelphia PA	Harvard, LLB '55	legal	8	8
Federal Paper Board/John R Kennedy	58	New York NY	Georgetown, BS '52	sales	38	14
Fifth Third Bancorp/Clement L Buenger	63	Fort Thomas KY	Xavier, BA '50	banking	20	8
Fin Cp Santa Barbara/Philip R Brinkerhoff	46	Wilmington NC	Brigham Young, BS '66/Harvard, JD '69	financial	4	4
Fireman's Fund/John J Byrne	56	Passaic NJ	Rutgers, BS '54/Michigan, MS '59	insurance	4	4
First Alabama Bcshs/Willard L Hurley	62	Gainesville GA	Huntingdon, BA '50	banking	31	5
First American/Kenneth L Roberts	56	Dungannon VA	Vanderbilt, BA '54/Vanderbilt, LLB '59	banking	13	12
First Bncp Ohio/Howard L Flood	54	Staten Island NY		banking	26	4
First Bank System/Dewalt H Ankeny Jr	56	Minneapolis MN	Dartmouth, BA '54/Dartmouth, MBA '55	banking	22	4
First Capital/Frank R Day	51	Aberdeen MS	Mississippi, BA '53	banking	31	13
First Capital Holding/Robert J Weingarten	47	Brooklyn NY	CUNY City Col, BBA '62	investment	18	6
First Chicago/Barry F Sullivan	58	Bronx NY	Columbia, BA '55/Chicago, MBA '57	banking	9	9
First Citizens Bcshs/Lewis R Holding	61	Smithfield NC	N Carolina, BS '50/Harvard, MBA '52	financial	36	32
First City Bncp Texas/A Robert Abboud	60	Boston MA	Harvard, BS '51/Harvard, LLB '56	financial	2	1
First Commerce/Ian Arnof	49	Memphis TN	Vanderbilt, BA '61/Harvard, MBA '63	banking	11	6
First Empire State/Robert G Wilmers	55	New York NY	Harvard, BA '56	banking	7	6
First Executive/Fred Carr	58	Los Angeles CA		financial	15	15
First Federal Mich/James A Ahler	64	Detroit MI	Michigan, BA '47	banking	32	12
First Fidelity Bncp/Robert R Ferguson Jr	65	Savannah GA	Lehigh, BA '47/Pennsylvania, MBA '49	banking	31	‡
First Florida Banks/A Bronson Thayer	49	Mineola NY	Harvard, BA '61/NYU, MBA '67	financial	7	6
First Hawaiian/John D Bellinger	66	Honolulu HI		banking	47	20
First Interstate Bncp/Joseph J Pinola	64	Pittston PA	Bucknell, BA '49	banking	13	11
First of America Bank/Daniel R Smith	55	Kalamazoo MI	Western Michigan, BBA '55	banking	33	4
First Pennsylvania/George A Butler	61	Westmont NJ	Pennsylvania, BS '50	banking	39	10
First Security/Spencer F Eccles	54	Ogden UT	Utah, BS '56/Columbia, MA '59	banking	30	8
First Tennessee Natl/Ronald Terry	58	Memphis TN	Memphis St, BS '52	banking	32	16
First Union/Edward E Crutchfield Jr	47	Dearborn MI	Davidson, BA '63/Pennsylvania, MBA '65	banking	24	5
First Virginia Banks/Robert H Zalokar	62	West Mineral KS	Kansas, BS '50	banking	34	4
First Wachovia/John G Medlin Jr	55	Benson NC	N Carolina, BS '56	banking	30	12
Firstar/John H Hendee Jr	63	Milwaukee WI	Williams, BA '49/Wisconsin, MBA '56	banking	40	1

Compensation					Rank	Stock owned		Company data[1]		
—Salary (000)	+ bonus— % change	other (000)	stk gains (000)	total (000)	among 800 execs	%	mkt val (mil)	sales (mil)	profits (mil)	Company
$650	-7%	$22	$57	$728	464	0.06%	$0.7	$2,739	$-216.4	Enserch
1,104	42	56	--	1,160	261	2.48	3.4	390	25.3	Equimark
786	14	194	--	980	341	1.77	5.7	545	48.2	Equitable Bncp
464	NA	4	192	659	497	0.14	1.0	1,401	58.9	Esselte Business
795	9	10	328	1,133	271	5.65	165.8	2,718	231.0	Ethyl
113	13	--	--	113	788	11.00	25.0	241	23.9	Exchange Bncp
1,354	12	65	--	1,419	181	0.01	6.2	80,868	5,260.0	Exxon
542	0	--	--	542	588	0.51	0.4	455	8.6	Far West Finl
335	0	--	--	335	724	0.02	0.0	312	11.8	Farm & Home Finl
646	52	4	--	650	500	8.20	194.7	4,244	210.1	Federal Express

Ownership, not wage slavery, remains key to wealth. Those chief executives with the greatest stock holdings in their companies: Berkshire Hathaway's Warren E. Buffett ($3.1 billion); Limited's Leslie H. Wexner ($1.6 billion); and News Corp.'s K. Rupert Murdoch ($1.2 billion).

1,000	36	33	246	1,27[illegible]	217	0.05	2.8	10,635	506.7	Fedl Natl Mort
1,720	56	63	--	1,782	127	0.94	10.0	1,117	143.3	Fedl Paper Board
636	30	--	644	1,280	216	0.45	5.1	506	84.2	Fifth Third Bncp
419	2	17	--	436	665	2.38	0.4	476	-4.7	Finl Santa Barb
1,125	129	79	--	1,204	244	0.09	1.4	3,704	247.0	Fireman's Fund
545	25	28	--	573	563	0.09	0.5	474	58.2	1st Alabama
400	7	46	11	457	642	0.47	2.6	699	30.4	1st American
291	15	4	--	295	751	0.09	0.3	254	33.9	1st Bncp Ohio
515	-11	464	68	1,047	304	0.19	2.8	1,943	-310.0	1st Bank System
299	4	5	--	303	746	4.24	8.9	270	27.5	1st Capital
1,438	NA	4	--	1,441	177	‡	§	736	52.7	1st Capital Hold
1,514	72	101	--	1,615	154	0.25	5.9	4,791	513.1	1st Chicago
303	17	4	--	308	743	13.04	36.6	315	21.2	1st Citizens
316	NA	40	--	356	715	5.19	21.6	865	66.1	1st City Bncp Tx
450	30	--	--	450	648	0.40	0.9	387	23.5	1st Commerce
448	30	6	--	454	645	7.20	28.8	537	44.5	1st Empire State
2,014	22	--	100	2,113**	97	1.09	13.0	3,049	204.5	1st Executive
600	-3	--	39	639	509	0.17	0.3	1,120	35.6	1st Federal Mich
834	NA*	23	340	1,197**	246	0.10	1.6	2,805	33.9	1st Fidelity
9‡‡	0	--	--	9	792	0.09	0.4	479	48.9	1st Florida Bks
600	3	654	--	1,254	224	1.97	10.1	385	43.3	1st Hawaiian
951	-4	47	307	1,305	207	0.06	1.3	5,932	102.4	1st Interstate
560	18	--	--	560	571	0.14	0.7	885	88.8	1st America Bank
676	10	5	--	681	488	0.14	0.7	623	58.2	1st Pennsylvania
370	11	4	--	374	706	4.49	15.8	522	33.0	1st Security
355	-22	171	158	683	486	1.03	4.4	611	52.3	1st Tenn Natl
900	3	119	147	1,166	257	0.07	1.7	2,899	296.9	1st Union
544	23	21	32	597	542	0.09	0.5	482	60.9	1st Virginia Bks
843	15	69	600	1,513	162	0.08	2.0	2,020	244.3	1st Wachovia
528	82	7	313	848	393	0.25	1.6	792	109.9	Firstar

[illegible] only. NA: Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Fleet/Norstar Finl/J Terrence Murray	49	Woonsocket RI	Harvard, BA '62	banking	27	7
Fleetwood Enterprises/John C Crean*	63	Bowden ND		administration	39	39
Fleming Cos/E Dean Werries	60	Tescott KS	Kansas, BS '52	operations	35	1
Florida Federal/John W Sapanski	58	Brooklyn NY	CUNY City Col, BBA '57/MBA '60	banking	1	1
Florida Natl Banks/John D Uible	53	Cleveland OH	Florida, BA '58	banking	12	6
Florida Progress/Andrew H Hines Jr	66	Lake City FL	Florida, BME '47	technical	38	16
Fluor/David S Tappan Jr	67	China	Swarthmore, BA '43/Stanford, MBA '48	sales	37	5
FMC/Robert H Malott	62	Boston MA	Kansas, AB '48/Harvard, MBA '50	operations	36	17
Food Lion/Tom E Smith	48	Salisbury NC	Catawba, AB '64	retailing	19	3
Ford Motor/Donald E Petersen	62	Pipestone MN	Washington, BME '46/Stanford, MBA '49	administration	40	4
Fortune Financial/John B Sweger	69	Quincy FL	Florida, BA '41	administration	24	7
Fourth Financial/Jordan L Haines	62	Sabetha KS	Kansas, BA '49/Kansas, LLD '57	administration	27	4
FPL Group/James L Broadhead	54	New Rochelle NY	Cornell, BSME '58/Columbia, JD '63	technical	1	‡
Freeport-McMoRan/James R Moffett	50	Houma LA	Texas, BS '61/Tulane, MS '63	technical	19	5
Fruehauf/T Neal Combs	46	Dallas TX	Southern Methodist, BA '65/So Methodist, JD '68	legal	14	1
Fuqua Industries/Lawrence P Klamon	52	St Louis MO	Washington, AB '58/Yale, JD '61	administration	22	‡
Gannett/John J Curley	50	Easton PA	Dickinson, BA '60/Columbia, MS '63	journalism	20	3
Gap/Donald G Fisher*	60	San Francisco CA	Calif Berkeley, BS '50	investment	20	20
Geico/William B Snyder	59	Clarksburg WV	Texas Tech, BS '55	marketing	12	4
GenCorp/A William Reynolds	55	Columbus OH	Harvard, AB '55/Stanford, MBA '57	administration	5	4
Genentech/Robert A Swanson*	41	New York NY	MIT, SB '70/MIT, SM '70	administration	13	13
General Cinema/Richard A Smith	64	Boston MA	Harvard, BS '46	administration	42	42
General Dynamics/Stanley C Pace	67	Burkesville KY	US Military Acad, BS '43/Cal Tech, MS '49	administration	4	3
General Electric/John F Welch Jr	53	Peabody MA	Massachusetts, BS '57/Illinois, PhD '60	technical	29	8
General Instrument/Frank G Hickey	61	Stevens Point WI	Dayton, BS '50	marketing	24	15
General Mills/H Brewster Atwater Jr	58	Minneapolis MN	Princeton, AB '52/Stanford, MBA '54	marketing	31	8
General Motors/Roger B Smith	63	Columbus OH	Michigan, BBA '47/Michigan, MBA '49	financial	40	8
General Public Utils/Standley H Hoch	56	Canonsburg PA	Oberlin, BA '54	financial	‡	‡
General Re/Ronald E Ferguson	47	Chicago IL	Blackburn, BA '63/Michigan, MS '65	insurance	20	2
General Signal/Edmund M Carpenter	47	Toledo OH	Michigan, BSE '63/Michigan, MBA '64	operations	1	1
Genuine Parts/Wilton Looney	70	Vanna GA		operations	51	28
Georgia Gulf/James R Kuse	58	Lincoln NE	Oregon St, BS '53	technical	22	4
Georgia-Pacific/T Marshall Hahn Jr	62	Lexington KY	Kentucky, BS '45/MIT, PhD '50	technical	14	6
Gerber Products/David W Johnson	56	Australia	U of Sydney, BE '54/Chicago, MBA '58	administration	2	2
Giant Food/Israel Cohen*	76	Israel		administration	53	12
Gibraltar Financial/James N Thayer	62	Janesville WI	UCLA, BS '48	financial	1	1
Gillette/Colman M Mockler Jr	59	St Louis MO	Harvard, AB '52/Harvard, MBA '54	financial	32	14
PH Glatfelter/Thomas C Norris	51	York PA	Gettysburgh College, BA '60	administration	29	9
GlenFed/Norman M Coulson	56	Hilt CA	Cal St Long Beach, BA '57/Pepperdine, MBA '73	banking	32	2
Golden West Finl/Herbert M Sandler[1]*	57	New York NY	CUNY City Col, BSS '51/Columbia, JSD '54	financial	26	26
Goldome/Ross B Kenzie	57	Prattsburg NY	US Military Acad, BS '53	financial	10	9
BF Goodrich/John D Ong	55	Uhrichsville OH	Ohio St, BA '54/Harvard, LLB '57	operations	28	10
Goodyear/Tom H Barrett	58	Topeka KS	Kansas St, BS '53/MIT, MA '69	technical	36	‡
WR Grace/J Peter Grace	76	Manhasset NY	Yale, BA '36	financial	53	44
WW Grainger/David W Grainger	61	Chicago IL	Wisconsin, BS '50	administration	39	15

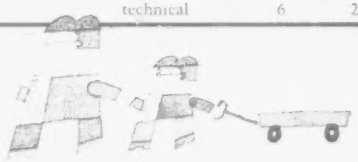
[1]Office equity held with Marion O Sandler, co-chairman. Together, they own 10.6% of stock.

—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$1,006	NA	$30	$2,271	$3,307	49	0.13%	$4.0	$3,051	$335.8	Fleet/Norstar
613	0%	—	231	844	397	18.81	111.4	1,567	67.7	Fleetwood Ent
549	–20	7	33	589	549	0.15	1.5	10,467	65.4	Fleming Cos
275*	0	—	—	275	758	0.02	0.0	452	–73.5	Florida Federal
266	8	—	15	280	756	8.76	56.8	749	34.9	Florida Natl
554	11	—	—	554	578	0.06	1.0	2,002	179.8	Florida Progress
899	100	—	—	899	365	0.44	8.4	5,514	69.0	Fluor
1,043	11	80	—	1,123	276	1.37	16.8	3,287	129.2	FMC
532	13	30	—	562	568	0.86	30.7	3,815	112.5	Food Lion
3,285	–12	55	7,151	10,491	7	0.02	4.4	92,446	5,300.2	Ford Motor
393	–9	—	—	393	690	1.46	1.3	288	–2.0	Fortune Finl
368	NA	7	—	375	704	0.46	1.5	255	30.6	Fourth Financial
NA	NA	—	—	—	—	‡	0.0	5,854	447.8	FPL Group
1,558	67	946	—	2,504	69	0.72	18.0	1,945	310.1	Freeport-McMoRan
265	32	—	—	265	762	2.17	0.7	2,054	–56.5	Fruehauf
630	NA	—	—	630**	519	0.46	2.7	934	92.7	Fuqua Industries
1,225	14	24	738	1,987	105	0.06	3.8	3,314	364.5	Gannett
1,374	20	15	—	1,389	186	26.81	404.6	1,252	74.2	Gap
700	–4	397	386	1,483	169	0.35	7.2	1,757	189.0	Geico
841	4	7	—	848	392	0.14	0.8	1,891	67.0	GenCorp
425	–17	—	—	425	669	4.81	76.0	323	20.6	Genentech
1,225	69	2	—	1,227	239	25.19	433.2	2,378	104.2	General Cinema
1,041	–4	30	—	1,070	296	0.02	0.6	9,551	379.0	General Dynamics
2,352	14	—	—	2,352	77	0.01	5.1	49,773	3,386.0	General Electric
798	80	4	—	801	425	0.23	2.4	1,268	84.3	General Instrum
1,310	1	17	1,333	2,661	62	0.15	7.5	5,557	506.7	General Mills
983	13	1,069	1,007	3,059	52	0.03	8.6	121,817	4,632.1	General Motors
450*	NA	—	—	450*	650	‡	§	2,834	283.8	General Pub Util
979	17	25	—	1,004	326	0.01	0.6	2,736	480.0	General Re
660	0	200	—	860	384	0.08	0.8	1,760	25.2	General Signal
767	17	—	—	767	441	0.97	29.8	2,942	181.4	Genuine Parts
841	5	48	—	888	374	7.12	72.8	1,061	193.6	Georgia Gulf
950	6	219	—	1,169	256	0.09	3.9	9,509	467.0	Georgia-Pacific
189	NA	220	—	410	676	0.01	0.1	933	56.2	Gerber Products
1,247	26	—	—	1,247	229	4.53	73.8	2,987	98.0	Giant Food
275	–21	—	—	275	758	0.01	0.0	1,298	–100.5	Gibraltar Finl
946	6	47	—	994	331	0.19	7.0	3,581	268.5	Gillette
553	NA	—	—	553	580	0.25	2.7	569	82.2	Glatfelter
647	29	11	139	796	427	0.06	0.3	2,465	153.7	GlenFed
607	–14	—	—	607	535	7.53	95.2	1,410	138.3	Golden West Finl
556	–2	89	—	645	503	0.45	0.3	1,405	–119.1	Goldome
960	13	275	220	1,455	173	0.18	2.5	2,417	193.0	BF Goodrich
875	NA	—	—	875	379	0.02	0.6	10,810	350.1	Goodyear
1,395	16	10	—	1,405	183	0.32	8.6	5,786	228.8	WR Grace
638	4	—	—	638	510	10.69	167.6	1,535	108.8	WW Grainger

[1]Sales and profits as reported in the latest 365 days of income tenure. Mkt val—Market value. *Annualized salary. **Includes $100,000 of deferred income. §Less than $100,000. ‡New CEO; cash compensation is for months covering this office. NA—Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Gt Am First Savings/Gordon C Luce	63	San Diego CA	Stanford, BA '50/Stanford, MBA '52	administration	19	19
Great American Mgmt/Samuel Zell	47	Chicago IL	Michigan, BA '61/Michigan, JD '63	investment	NA	8
Great A&P Tea/James Wood	59	England		retailing	9	9
Great Lakes Bancorp/Roy E Weber	60	Ann Arbor MI		banking	39	20
Great Lakes Chemical/Emerson Kampen	61	Kalamazoo MI	Michigan, BS '51	operations	38	12
Gt Northern Nekoosa/William R Laidig	62	Sterling IL	Marquette, BS '49	administration	39	5
Gt Western Financial/James F Montgomery	54	Topeka KS	UCLA, BS '57	financial	14	10
Greater NY Savings/Charles J Ohlig	52	Jamaica NY	Pace, BBA '71	investment	8	1
Greyhound/John W Teets	55	Elgin IL		administration	25	8
Grumman/John O'Brien	58	New York NY	SUNY Farmingdale, BS '51	technical	35	1
GTE/James L Johnson	62	Vernon TX	Texas Tech, BA '49	financial	40	1
Gulf & Western/Martin S Davis	62	New York NY		operations	31	6
Gulf States Utils/E Linn Draper Jr	47	Houston TX	Rice, BS '65/Cornell, PhD '70	technical	10	3
Halliburton/Thomas H Cruikshank	57	Lake Charles LA	Rice, BA '52/Houston, MA '55	legal	20	6
MA Hanna/Martin D Walker	56	Indianapolis IN	CMI Inst, BS '54/Michigan St, MBA '70	operations	3	3
Hanover Insurance/William J O'Brien	57	Yonkers NY	Fordham, BS '54	insurance	18	10
Harcourt Brace/Ralph D Caulo	54	Cook County IL	Colorado, BA '57/Redlands, MA '62	marketing	15	‡
Harris Corp/John T Hartley	59	Jacksonville FL	Auburn, BS '55	operations	33	3
Hasbro/Stephen D Hassenfeld	47	Providence RI		operations	26	9
Hawaiian Electric/C Dudley Pratt Jr	61	Honolulu HI	Yale, BS '50/U of Hawaii, MBA '71	technical	36	8
HJ Heinz/Anthony J F O'Reilly	53	Ireland	U of Dublin, BCL '58/U of Bradford, PhD '80	marketing	20	10
Henley Group/Michael D Dingman	57	New Haven CT		administration	19	19
Hercules/David S Hollingsworth	61	Wilmington DE	Lehigh, BS '48	technical	41	2
Hershey Foods/Richard A Zimmerman	57	Lebanon PA	Penn St, BA '53	operations	31	5
Hewlett-Packard/John A Young	57	Nampa ID	Oregon St, BS '53/Stanford, MBA '58	technical	31	11
Hibernia/Martin C Miller	54	Mason City IA	William & Mary, BA '57/Pennsylvania, MBA '59	banking	16	16
Hillenbrand Inds/W August Hillenbrand	48	Batesville IN	St Joseph's, BS '65	administration	23	‡
Hills Dept Stores/Stephen A Goldberger	46	Cambridge MA	Brown, AB '64/Harvard, MBA '66	administration	18	3
Hilton Hotels/Barron Hilton	61	Dallas TX		administration	35	23
Himont/Alexander F Giacco	69	Italy	Virginia Polytech, BS '42	technical	6	2



Holiday/Michael D Rose	47	Akron OH	Cincinnati, BBA '63/Harvard, JD '66	operations	15	8
Holly Farms/R Lee Taylor II	47	Memphis TN	Princeton, BS '64	administration	23	7
Home Depot/Bernard Marcus*	60	Newark NJ	Rutgers, BS '54	administration	11	11
Home Group/Marshall Manley	49	Newark NJ	CUNY Brooklyn, BA '62/NYU, JD '65	legal	4	2
HomeFed/Kim Fletcher	61	Los Angeles CA	Stanford, BA '50	financial	39	20
Homestake Mining/Harry M Conger	58	Seattle WA	Colo Sch Mines, EM '55	technical	14	11
Homestead Financial/Lawrence Weissberg	68	New York NY		banking	29	29
Honeywell/James J Renier	59	Duluth MN	Col of St Thomas, BS '51/Iowa St, PhD '55	technical	33	2
Geo A Hormel/Richard L Knowlton	56	Austin MN	Colorado, BA '54	marketing	41	8
Household Intl/Donald C Clark	57	Brooklyn NY	Clarkson, BBA '53/Northwestern, MBA '61	financial	34	7

*Company founder ‡New CEO, less than six months' service NA Not available

Salary (000)	Compensation: + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	Stock owned: %	mkt val (mil)	Company data[1]: sales (mil)	profits (mil)	Company
$625	–15%	$3	—	$628	523	0.12%	$0.4	$1,601	$50.3	Gt Am First Svgs
28‡‡	NA	—	—	28	791	‡	$	1,505	22.5	Gt American Mgmt
2,010	1	30	—	2,040	102	0.03	0.6	10,068	127.6	Great A&P
411	13	—	$72	482	625	1.10	0.8	334	16.3	Great Lakes Bncp
740	36	4	353	1,097	288	0.80	9.2	558	103.3	Great Lakes Chem
708	20	13	103	823	410	0.08	1.8	3,588	341.7	Gt Nrthn Nekoosa
1,294	15	90	743	2,127	95	0.15	3.4	3,166	248.4	Gt Western Finl
425	NA	13	—	438	663	0.04	0.1	250	9.1	Greater NY Svgs
1,541	14	170	—	1,711	135	0.27	3.1	3,305	93.3	Greyhound
508	35	7	—	515	606	0.06	0.4	3,591	86.5	Grumman
1,114	41	158	—	1,272	218	‡	1.1	16,460	1,224.7	GTE
3,673	60	894	—	4,567	31	0.80	50.5	5,277	389.2	Gulf & Western
305	2	9	—	314	739	0.01	0.1	1,520	117.5	Gulf States Util
638	6	22	—	659	496	0.09	2.9	4,839	84.6	Halliburton
858	NA	—	—	858	386	‡	$	1,019	83.2	MA Hanna
305	12	27	—	332	725	0.16	0.9	1,580	119.9	Hanover Ins
445	NA	—	—	445††	656	0.13	0.9	1,782	–53.5	Harcourt Brace
793	8	191	—	983	338	0.04	0.4	2,105	67.1	Harris Corp
1,420	43	50	556	2,026	103	3.94	38.9	1,358	72.4	Hasbro
510	NA	45	—	555	576	0.03	0.2	733	55.0	Hawaiian Elec
1,099	7	1,588	2,248	4,935	26	0.23	14.9	5,639	424.7	HJ Heinz
1,160	NA	167	—	1,327	203	1.77	23.1	1,036	–47.0	Henley Group
614	–7	15	—	628	521	0.05	1.0	2,862	120.4	Hercules
732	13	371	—	1,104	285	0.15	4.0	2,168	213.9	Hershey Foods
3,749	241	110	1,988	5,846	21	0.07	8.6	10,296	830.0	Hewlett-Packard
1,041	15	180	—	1,221	242	0.52	2.7	546	53.0	Hiberna
684	NA	53	—	737††	459	3.97	46.4	884	69.7	Hillenbrand Inds
635	–14	81	—	716	468	7.20	10.3	1,671	10.6	Hills Dept Strs
955	18	10	—	964	344	3.55	109.4	915	130.9	Hilton Hotels
841	NA	15	—	857	387	‡	0.2	1,746	375.0	Himont

Of these 800 chief executives, only one, Banco Popular's Richard L. Carrión, succeeded his father in the job. At Molex, Frederick A. Krehbiel succeeded his brother John. And at Hillenbrand, Daniel A. Hillenbrand was succeeded by his nephew, W. August.

748	–6	493	—	1,241	234	2.08	22.2	1,597	117.2	Holiday
262	–13	—	—	262	766	1.24	13.6	1,798	69.0	Holly Farms
1,665	27	24	—	1,688	140	5.25	104.4	2,000	76.8	Home Depot
1,803	3	100	—	1,903	115	0.42	1.8	2,978	87.5	Home Group
664	8	5	—	669	494	0.05	0.4	1,578	111.3	HomeFed
521	9	15	337	944	351	0.12	1.6	346	63.3	Homestake Mining
514	–17	—	226	740	457	28.04	14.6	490	–9.1	Homestead Finl
575	–33	28	—	603	538	0.04	1.2	7,148	–434.9	Honeywell
898	13	21	—	919	357	0.10	0.9	2,289	61.7	Geo A Hormel
1,015	4	1,198	3,422	5,635	23	0.38	7.0	2,637	246.7	Household Intl

[1]Sales and profits as reported in the Forbes 500s Annual Directory issue. Most fiscal years ended Dec. 31, 1988. ‡Less than 0.01%. ‡‡Less than $500,000. ††New CEO; cash compensation is for another executive officer. ‡‡‡Director's fees only. NA: Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Houston Industries/Don D Jordan	57	Corp Christi TX	Texas, BBA '54/S Texas Col of Law, JD '69	legal	33	12
Howard Savings Bank/Donald F McCormick	58	East Orange NJ	N Carolina, BA '53	banking	15	7
Hubbell/G J Ratcliffe	52	Charleston WV	Virginia, LLB '61	legal	15	1
Humana/David A Jones*	57	Louisville KY	Louisville, BS '54/Yale, JD '60	legal	28	28
Huntington Bcshs/Frank Wobst	55	Germany	U of Erlangen, BA '55/Rutgers, MBA '64	banking	15	8
ICH/Robert T Shaw	55	McCrory AR		insurance	24	14
Illinois Power/Wendell J Kelley	63	Champaign IL	Illinois, BS '49	technical	40	23
Illinois Tool Works/John D Nichols	58	China	Harvard, BA '53/Harvard, MBA '55	operations	9	7
IMC Fertilizer Group/Billie B Turner	58	Whitesboro TX	Texas A&M, BS '52	sales	35	6
Imperial Corp of Am/Kenneth J Thygerson	43	Chicago IL	Northwestern, BS '67/Northwestern, PhD '72	financial	4	4
Independence Bancorp/R Roy Hager	58	Perkasie PA		banking	39	7
Indiana National/Thomas M Miller	59	Corydon IN	Indiana, BS '52	banking	35	8
Ingersoll-Rand/Theodore H Black	60	Jersey City NJ	US Naval Acad, BS '53	technical	32	1
Inland Steel Inds/Frank W Luerssen	61	Reading PA	Penn St, BS '50/Lehigh, MS '51	technical	37	7
Inspiration Resource/Reuben F Richards	59	New York NY	Harvard, AB '52	banking	7	7
Integra Financial/William F Roemer	55	Youngstown OH	Princeton, BA '55	banking	20	10
Integrated Resources/Arthur H Goldberg*	47	New York NY	NYU, BS '63/NYU, JD '66	legal	21	‡
Intel/Andrew S Grove	52	Hungary	CUNY City Col, BS '60/Calif Berkeley, PhD '63	technical	21	2
Interco/Harvey Saligman	50	Philadelphia PA	Phil Col Textiles, BS '60	administration	13	6
Intergraph/James W Meadlock*	55	Taylorsville NC	N Carolina St, BS '56	technical	20	20
IBM/John F Akers	54	Boston MA	Yale, BS '56	marketing	29	4
Intl Flavors & Frags/Eugene P Grisanti	59	Buffalo NY	Boston U, LLB '53/Harvard, LLM '54	legal	29	4
Intl Minerals & Chem/George D Kennedy	63	Pittsburgh PA	Williams, BA '47	administration	18	6
Intl Multifoods/Andre Gillet	62	France	U of Paris, BA '47	administration	38	5
International Paper/John A Georges	58	El Paso TX	Illinois, BS '51/Drexel, MS '57	technical	10	5
Ipalco Enterprises/Zane G Todd	65	Hanson KY	Purdue, BS '51	operations	38	13
Itel/Samuel Zell	47	Chicago IL	Michigan, BA '61/Michigan, JD '63	investment	21	21
ITT/Rand V Araskog	57	Fergus Falls MN	US Military Acad, BS '53	administration	23	10
James River Corp Va/Brenton S Halsey*	62	Newport News VA	Virginia, BS '52	technical	20	20
Jefferson-Pilot/W Roger Soles	68	Whiteville NC	N Carolina, BS '47	investment	42	22
Jefferson Smurfit/Michael W J Smurfit	52	England		operations	34	12
Johnson & Johnson/Ralph S Larsen	50	Brooklyn NY	Hofstra, BBA '62	operations	27	±
Johnson Controls/James H Keyes	48	La Crosse WI	Marquette, BS '62/Northwestern, MBA '63	financial	23	1
K mart/Joseph E Antonini	47	Morgantown WV	West Virginia, BS '64	retailing	25	2
Kansas City P&L/A Drue Jennings	42	Topeka KS	Kansas, BS '68/Kansas, JD '72	legal	15	1
Kansas Gas & Elec/Wilson K Cadman	61	Wichita KS	Wichita St, BA '51	administration	38	8
Kansas Power & Light/David S Black	60	Everett WA	Washington, LLB '54	legal	10	2
Kellogg/William E LaMothe	62	Brooklyn NY	Fordham, AB '50	marketing	39	10
Kemper/Joseph E Luecke	62	Philadelphia PA	La Salle, BA '50	insurance	38	10
Kentucky Utilities/John T Newton	58	Shelbyville KY	Western Kentucky, BS '52	financial	31	2
Kerr-McGee/Frank A McPherson	56	Stillwater OK	Oklahoma St, BS '57	operations	32	6
KeyCorp/Victor J Riley Jr	57	Buffalo NY	Notre Dame, BA '53	financial	25	16
Kimberly-Clark/Darwin E Smith	63	Garrett IN	Harvard, LLB '55	legal	31	17
Kinder-Care/Perry Mendel	67	Atlanta GA		administration	20	20
Knight-Ridder/James K Batten	53	Suffolk VA	Davidson, BS '57/Princeton, MPA '62	journalism	32	1

*Company founder ‡Sold to [illegible]

—Salary (000)	—Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$679	2%	$11	—	$690	482	0.03%	$1.1	$3,596	$421.9	Houston Inds
526	12	12	$102	641	506	0.15	0.4	481	35.1	Howard Savings
508	36	2	45	555	537	0.24	2.3	614	71.3	Hubbell
991	14	136	—	1,127	275	2.89	87.3	3,580	231.6	Humana
773	27	40	1,046	1,859	120	0.75	5.7	881	87.6	Huntington Bcshs
1,097	0	—	—	1,097	289	11.97	28.6	2,885	42.9	ICH
383	8	14	—	397	686	0.02	0.2	1,285	155.4	Illinois Power
715	18	11	—	727	466	0.52	9.8	1,930	140.0	Illinois Tool
577	NA	5	—	582	556	0.18	2.1	1,185	124.0	IMC Fertilizer
400	–50	6	—	406	679	0.25	0.2	1,161	10.7	Imperial Corp Am
267	–25	53	3	324	732	0.07	0.2	226	–10.4	Independence Bcp
552	29	441	717	1,710	136	0.66	3.3	545	55.8	Indiana National
788	NA	128	48	964	345	0.03	0.6	3,021	161.6	Ingersoll-Rand
940	46	—	437	1,377	191	0.18	2.4	4,068	248.8	Inland Steel
709	NA	45	—	754	448	0.01	0.1	1,366	42.0	Inspiration Res
328	NA	145	—	473	632	0.09	0.6	646	66.4	Integra
1,105	NA	9	610	1,724	133	2.08	2.2	1,500	49.2	Integrated Res
714	6	23	5,746	6,482	16	0.18	9.2	2,875	452.9	Intel
712	0	—	—	712	471	0.32	0.3	2,746	112.7	Interco
246	38	17	—	263	765	5.28	51.1	800	88.0	Intergraph
1,526	21	—	564	2,089	100	‡	4.0	59,681	5,491.0	IBM
603	14	14	—	617	530	1.14	23.2	840	128.7	Intl Flavors
2,188	99	531	—	2,719	58	0.47	4.8	1,044	82.1	Intl Minerals
760	15	4	—	764	443	0.18	0.8	1,847	35.9	Intl Multifoods
1,225	32	80	—	1,305	206	0.12	6.5	9,533	754.0	Intl Paper
635	7	634	—	1,269	219	0.07	0.6	609	99.0	Ipalco
850	NA	—	—	850	391	‡	§	1,644	24.8	Itel
2,234	23	198	617	3,048	53	0.19	14.7	19,355	817.0	ITT
920	–22	14	323	1,257	222	0.82	19.5	5,623	239.8	James River Corp
894	31	—	—	894	370	0.15	1.9	1,223	101.2	Jefferson-Pilot
982	–20	2,977	5,294	9,252	10	0.08	1.0	1,255	144.5	Jeffrsn Smurfit
635	NA	—	—	635**	514	‡	0.8	9,000	974.0	Johnson & Johnsn
711	60	10	63	784	432	0.25	3.3	3,227	104.6	Johnson Controls
925	45	22	64	1,011	322	0.01	1.0	27,550	802.9	K mart
310	–18	14	—	325**	730	0.01	0.1	737	105.7	Kansas City P&L
277	13	17	—	294	752	0.02	0.1	526	77.2	Kansas G&E
263	29	8	—	271	761	‡	0.1	1,166	79.8	Kansas Pwr & Lt
1,300	18	20	—	1,320	205	0.19	14.9	4,349	480.4	Kellogg
416	16	—	148	564	566	0.16	3.3	3,135	223.8	Kemper
234	22	—	—	234	777	0.04	0.3	560	79.3	Kentucky Utils
576	23	10	—	586	551	0.05	1.2	2,689	110.0	Kerr-McGee
789	10	20	—	809	417	0.26	2.6	1,394	119.9	KeyCorp
1,205	10	10	—	1,215	243	0.28	14.1	5,394	378.6	Kimberly-Clark
907	NA	—	—	907**	360	2.53	11.5	935	43.3	Kinder-Care
743	8	—	87	831	405	0.01	0.2	2,083	156.4	Knight-Ridder

[1]Sales and profits as reported using fiscal years ending between March 1, 1988 and February 28, 1989. ‡Holds less than 1,000 shares. §Not available. **Prior year data. ††Not 1/20 cash compensation is for another executive officer. NA: Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education: undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Kroger/Lyle Everingham	63	Flint MI		retailing	42	11
Lafarge/Robert W Murdoch	47	Australia	U of Brit Columbia, BA '64/U of Toronto, LLB '67	administration	22	‡
Leslie Fay Cos/John J Pomerantz	55	New York NY	Pennsylvania, BA '55	marketing	33	7
Liberty National/Frank B Hower Jr	60	Louisville KY	Centre, BA '50	banking	39	16
Eli Lilly/Richard D Wood	62	Brazil IN	Purdue, BS '48/Pennsylvania, MBA '50	marketing	39	16
Limited/Leslie H Wexner*	51	Dayton OH	Ohio St, BS '59	retailing	26	26
LIN Broadcasting/Donald A Pels	61	New Rochelle NY	Pennsylvania, BS '48/NYU, JD '53	administration	20	20
Lincoln National/Ian M Rolland	55	Fort Wayne IN	DePauw, BA '55/Michigan, MA '56	insurance	33	12
Litton Industries/Orion L Hoch	60	Canonsburg PA	Carnegie-Mellon, BS '52/Stanford, PhD '57	technical	32	2
Liz Claiborne/Elisabeth C Ortenberg*	60	Belgium		administration	13	13
Lockheed/Daniel M Tellep	57	Forest City PA	Calif Berkeley, BSME '54/Calif Berkeley, MSEE '55	technical	34	‡
Loews/Laurence A Tisch[1]	66	Brooklyn NY	NYU, BS '42/Pennsylvania, MA '43	financial	30	29
Lomas Financial/Jess T Hay	58	Forney TX	So Methodist, BBA '53/So Methodist, JD '55	legal	29	24
Lone Star Tech/Wm Howard Beasley III	42	Dallas TX	Duke, AB '68/Texas, PhD '71	financial	14	4
Long Island Lighting/William J Catacosinos	59	New York NY	NYU, BS '51/NYU, PhD '62	technical	10	5
Longs Drug Stores/Robert M Long	51	Oakland CA	Claremont Mens C, BA '60	retailing	28	12
Longview Fibre/Richard P Wollenberg	73	Juneau AK	Calif Berkeley, BS '36/Harvard, MBA '38	operations	50	11
Loral/Bernard L Schwartz	63	New York NY	CUNY City Col, BBA '48	administration	17	17
Louisiana Land/H Leighton Steward	54	Fairfield TX	So Methodist, BS '58/So Methodist, MS '60	administration	7	‡
Louisiana-Pacific/Harry A Merlo	64	Stirling City CA	Calif Berkeley, BS '49	marketing	40	15
Louisville G&E/Robert L Royer	61	Louisville KY	Rose-Hulman Inst Tech, BS '49	technical	40	11
Lowe's Cos/Leonard G Herring	61	Snow Hill NC	N Carolina, BS '48	financial	33	11
LTV/Raymond A Hay	60	Long Island NY	LIU, BS '49/St John's, MBA '60	administration	14	6
Lubrizol/Lester E Coleman	58	Akron OH	Akron, BS '52/Illinois, PhD '55	technical	34	11
Mack Trucks/John B Curcio	55	Hazelton PA	La Salle, LLB '63	administration	22	5
Mfrs Hanover/John F McGillicuddy	58	Harrison NY	Harvard, LLB '55	banking	30	10
Manufacturers Natl/Dean E Richardson	61	West Branch MI	Michigan St, BA '50/Michigan, JD '53	banking	36	16
Manville/W Thomas Stephens	46	Crossett AR	Arkansas, BS '65/Arkansas, MS '66	operations	26	3
Mapco/James E Barnes	55	Ponca City OK	Oklahoma St, BS '57	operations	6	5
Marion Laboratories/Fred W Lyons Jr	54	Youngstown OH	Michigan, BS '57/Harvard, MA '59	administration	21	5
Marriott/J Willard Marriott Jr	57	Washington DC	Utah, BS '54	administration	33	17
Marsh & McLennan Cos/Frank J Tasco	61	New York NY	NYU, BA '49	insurance	35	3
Marshall & Ilsley/John A Puelicher	68	Milwaukee WI	Wis Milw, BA '43	banking	43	31
Martin Marietta/Norman R Augustine	53	Denver CO	Princeton, BS '57/Princeton, MS '59	technical	12	1
Masco/Richard A Manoogian	52	Long Branch NJ	Yale, BA '58	administration	31	21
Masco Industries/Richard A Manoogian	52	Long Branch NJ	Yale, BA '58	administration	31	4
Mattel/John W Amerman	57	Newark NJ	Dartmouth, BA '53/Dartmouth, MBA '54	marketing	9	2
May Dept Stores/David C Farrell	55	Chicago IL	Antioch, BA '56	retailing	33	10
Maytag/Daniel J Krumm	62	Sioux City IA	Iowa, BA '50	marketing	37	15
MBIA/William O Bailey	62	Syracuse NY	Dartmouth, AB '47/Pennsylvania, MBA '49	financial	2	2

[1]Office jointly held with Preston R Tisch. *Company founder. ‡New CEO, less than six months service.

—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$1,009	26%	$136	$3,727	$4,873	27	0.32%	$2.8	$17,463	$34.5	Kroger
416	NA	16	183	614	531	‡	0.0	1,309	93.5	Lafarge
3,442	NA	—	—	3,442	47	9.33	25.4	683	22.3	Leslie Fay Cos
457	NA	29	—	486	622	0.64	1.9	290	28.9	Liberty National
1,148	14	494	—	1,642	151	0.07	11.0	4,070	761.0	Eli Lilly
1,031	10	133	—	1,164	258	28.91	1,575.4	4,071	245.1	Limited
1,030	8	—	—	1,030	314	3.22	147.5	226	82.1	LIN Broadcasting
758	6	—	—	758	446	0.04	0.9	7,312	146.7	Lincoln National
997	27	30	3,581	4,608	30	0.19	3.8	4,943	172.8	Litton Inds
700	–13	—	—	700	477	2.74	48.1	1,184	110.3	Liz Claiborne

These 800 executives own stock worth over $25 billion at current market prices. Yet 29 of these leaders own little or no stock in their companies. They include M.A. Hanna's Martin D. Walker; Prime Computer's Anthony L. Craig; and UAL's Stephen M. Wolf.

449	NA	12	76	537††	592	0.01	0.3	10,590	624.0	Lockheed
200	–31	11	—	211	781	12.68	875.7	10,507	908.5	Loews
500	10	27	772	1,298	209	2.01	6.4	1,283	24.0	Lomas Finl
511	NA	237	—	748	452	0.16	0.3	688	–24.8	Lone Star
350	8	10	—	360	713	0.01	0.2	2,138	298.5	Long Island Ltg
391	–17	100	—	491	615	9.97	73.7	1,925	55.9	Longs Drug Strs
301	6	79	—	379	699	1.80	15.2	690	99.2	Longview Fibre
1,446	74	—	—	1,446	175	3.93	33.4	1,493	85.2	Loral
513	NA	26	—	539††	590	0.30	3.1	695	–70.2	Louisiana Land
650	4	458	—	1,108	282	0.68	8.4	1,799	135.2	Louisiana-Pac
230	10	1	—	231	778	0.03	0.2	660	85.0	Louisville G&E
379	–5	49	—	428**	668	1.30	12.8	2,517	69.2	Lowe's Cos
821	19	7	—	827	408	‡	0.0	7,325	–890.6	LTV
758	17	33	—	791	429	0.32	5.0	1,126	131.2	Lubrizol
494	33	135	—	628	522	0.14	0.5	2,102	24.9	Mack Trucks
1,646	101	23	—	1,669	144	0.15	2.7	8,019	752.0	Mfrs Hanover
606	26	11	—	618	529	0.31	2.2	924	96.3	Mfrs National
683	–19	—	—	683	487	‡	§	2,062	96.0	Manville
672	1	4	—	676**	491	0.08	1.1	1,736	117.1	Mapco
817	–7	—	—	817	413	0.25	9.8	827	181.0	Marion Labs
1,007	3	—	—	1,007	324	7.20	259.0	7,370	232.0	Marriott
1,265	12	12	102	1,379	190	0.18	7.8	2,272	296.3	Marsh & McLennan
836	76	23	—	859	385	1.23	7.9	677	76.2	Marshall & Ilsly
839	23	—	—	839	400	‡	0.2	5,727	319.8	Martin Marietta
1,079	5	30	—	1,109	280	2.82	98.9	2,539	288.3	Masco
300	–3	—	—	300	747	8.11	63.1	1,651	82.1	Masco Industries
564	NA	213	—	777	437	‡	§	990	35.9	Mattel
1,125	5	12	—	1,137**	270	0.19	11.4	11,742	534.0	May Dept Stores
898	3	—	—	898	366	0.16	3.4	1,886	158.6	Maytag
650	8	442	—	1,092	292	0.02	0.2	151	92.0	MBIA

Sales and profits as reported in the Forbes 500s Annual Directory issue, May 1, 1989. Fiscal year 1988. ‡Less than 0.01%. §Less than $100,000. **Includes other pay. ††Includes cash compensation in lieu of deferred executive office. NA Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
MCA/Lew R Wasserman	76	Cleveland OH		sales	52	42
McCaw Cellular/Craig O McCaw*	39	Centralia WA	Stanford, BA '73	administration	23	9
McDonald's/Michael R Quinlan	44	Chicago IL	Loyola, BS '67/Loyola, MBA '70	administration	23	2
McDonnell Douglas/John F McDonnell	51	Baltimore MD	Princeton, BS '60/Princeton, MS '62	technical	27	1
McGraw-Hill/Joseph L Dionne	55	Montgomery AL	Hofstra, BA '55/Columbia, EdD '65	operations	23	6
MCI Communications/Wm G McGowan*†	61	Ashley PA	King's, BS '50/Harvard, MBA '52	operations	21	21
McKesson/Thomas W Field Jr	55	Alhambra CA		retailing	5	3
MCorp/Gene H Bishop	59	Forest MS	Mississippi, BBA '52	banking	14	14
Mead/Burnell R Roberts	62	Lafayette WI	Wis Milw, BBA '50/Harvard, MBA '57	financial	23	7
Media General/James S Evans	68	Joplin MO	Purdue, BS '42	administration	16	4
Medtronic/Winston R Wallin	63	Minneapolis MN	Minnesota, BBA '48	operations	11	4
Mellon Bank/Frank V Cahouet	57	Boston MA	Harvard, BA '54/Pennsylvania, MBA '59	banking	2	2
Melville/Stanley P Goldstein	54	Woonsocket RI	Pennsylvania, BS '55	retailing	26	2
Mercantile Bancorp/Thomas H Jacobsen	49	Chicago IL	Lake Forest, BS '63/Chicago, MBA '68	banking	‡	‡
Mercantile Bkshs/H Furlong Baldwin	57	Baltimore MD	Princeton, AB '54	banking	33	13
Mercantile Stores/Leon F Winbigler	63	Brookfield MO	Missouri, BS '48	retailing	41	15
Merchants National/Otto N Frenzel III	58	Indianapolis IN	Pennsylvania, BS '54	banking	35	16
Merck/P Roy Vagelos	59	Westfield NJ	Pennsylvania, AB '50/Columbia, MD '54	technical	14	4
Meridian Bancorp/Samuel A McCullough	50	Pittsburgh PA	Pittsburgh, BBA '60	banking	14	11
Meritor Financial/Roger S Hillas	62	Wincote PA	Dartmouth, AB '49/Pennsylvania, MBA '51	banking	1	1
Merrill Lynch/William A Schreyer	61	Williamsport PA	Penn St, BA '48	investment	41	5
Metro Mobile CTS/George L Lindemann	53	New York NY	Pennsylvania, BS '58	administration	7	6
Fred Meyer/Frederick M Stevens	52	Jonesboro AR	Louisiana St, BS '59	retailing	1	1
Michigan National/Robert J Mylod	49	Brooklyn NY	St John's, BA '61	banking	4	4
Microsoft/William H Gates III*	32	Seattle WA		technical	14	8
Middle South Utils/Edwin Lupberger	52	Atlanta GA	Davidson, BA '58/Emory, MBA '63	financial	10	3
Midlantic/Robert Van Buren	64	Plainfield NJ	Washington & Lee, BA '50/NYU, MBA '55	banking	18	12
Millipore/John A Gilmartin	47	Hackensack NJ	Penn St, BA '65/Harvard, MBA '67	financial	10	3
Minn Mining & Mfg/Allen F Jacobson	62	Omaha NE	Iowa St, BS '47	operations	42	3
MNC Financial/Alan P Hoblitzell Jr	57	St Louis MO	Princeton, BS '53	banking	33	6
Mobil/Allen E Murray	60	New York NY	NYU, BS '56	financial	36	3
Molex/Frederick A Krehbiel	47	Hinsdale IL	Lake Forest, BA '63	operations	24	1
Monarch Capital/Gordon N Oakes Jr	48	North Adams MA	Massachusetts, BS '63	banking	6	6
Monsanto/Richard J Mahoney	55	Springfield MA	Massachusetts, BS '55	marketing	27	6
Montana Power/W Paul Schmechel	61	Carrington ND	Montana St, BSEE '53	operations	36	6
Moore Financial/Daniel R Nelson	51	Spokane WA	Washington St, BBA '62	banking	5	3
JP Morgan & Co/Lewis T Preston	62	New York NY	Harvard, BA '51	banking	38	9
Morgan Stanley/S Parker Gilbert	55	New York NY	Yale, BA '56	investment	29	5
Morrison Knudsen/William M Agee	51	Boise ID	Idaho, BS '60/Harvard, MBA '63	financial	1	1
Morton Thiokol/Charles S Locke	60	Laurel MS	Mississippi, BBA '52/Mississippi, MS '55	financial	14	9
Motorola/George M C Fisher	48	Anna IL	Illinois, BS '62/Brown, PhD '66	technical	13	1
Multibank Financial/David B Lynch	62	New York NY	Yale, BA '50/NYU, LLB '55	financial	14	14
Multimedia/Walter E Bartlett	61	Marion OH	Bowling Green, BBA '49	operations	13	5
Murphy Oil/Jack W McNutt	54	Norphlet AR	Harding, BS '56/Columbia, MS '57	financial	32	1
Nalco Chemical/Worley H Clark Jr	56	Big Stone Gap VA	N Carolina St, BS '56	sales	29	7

*Office currently held only by Cecil B. Wright. †Company founder. ‡New CEO. Cross-reference with profile section.

—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$582	4%	$30	—	$612	532	7.07%	$289.7	$3,024	$164.9	MCA
304	11	—	—	304	745	11.44	564.7	311	–297.0	McCaw Cellular
900	13	30	$915	1,845	121	0.07	6.8	5,521	645.9	McDonald's
681	20	4	—	685	484	3.38	108.6	15,072	350.0	McDonnell Doug
1,034	43	192	114	1,341	199	0.15	5.3	1,818	185.5	McGraw-Hill
1,353	160	—	—	1,353	196	1.78	141.2	5,137	356.0	MCI
1,078	133	67	—	1,145	266	0.07	1.0	7,052	97.7	McKesson
450	1	40	—	490	617	0.12	0.0	1,692	–588.0	MCorp
1,180	12	14	2,892	4,087	40	0.07	1.8	4,464	352.7	Mead
594	17	1,518	2,690	4,803	28	0.33	3.0	756	8.8	Media General
569	1	—	617	1,186	249	0.15	1.8	733	95.0	Medtronic
976	1	360	—	1,336	201	0.14	1.3	3,269	–65.0	Mellon Bank
1,073	25	58	—	1,131	273	0.20	9.0	6,780	354.5	Melville
NA	NA	—	—	—	—	‡	§	668	28.7	Mercantile Bncp
694	28	41	—	736	461	0.37	2.0	362	53.4	Mercantile Bkshs
882	7	23	—	904	362	0.22	3.7	2,266	144.5	Mercantile Strs
505	–2	30	—	535	596	8.58	34.9	452	44.1	Merchants Natl
1,608	17	—	4,757	6,365	19	0.04	10.0	5,940	1,206.8	Merck
619	19	26	—	645	504	0.16	1.3	950	86.1	Meridian Bancorp
465	NA	129	—	594	545	0.04	0.1	1,645	–209.8	Meritor Finl
2,500	31	—	—	2,500	70	0.26	7.5	10,547	463.2	Merrill Lynch
387	NA	—	—	387	694	‡	§	67	–40.5	Metro Mobile
475	0	—	—	475**	631	‡	§	2,074	36.7	Fred Meyer
639	35	—	—	639	508	0.06	0.4	1,040	93.2	Michigan Natl
175	0	—	—	175	786	38.10	1,108.4	719	151.4	Microsoft
369	–4	12	—	380	698	‡	0.1	3,565	411.0	Middle South Ut
1,093	16	—	278	1,371	192	0.17	2.8	1,846	222.9	Midlantic
448	17	191	365	1,004	327	0.27	2.3	622	54.5	Millipore
1,081	13	738	347	2,166	92	0.01	1.8	10,581	1,154.0	Minn Mng & Mfg
772	27	429	1,210	2,412	75	0.07	1.0	1,983	170.2	MNC Financial
1,609	25	42	1,196	2,847	54	0.02	4.3	48,198	2,087.0	Mobil
400	NA	116	—	516	605	9.48	81.9	550	56.3	Molex
360	1	16	—	376	702	0.14	0.4	417	22.0	Monarch Capital
1,485	61	193	—	1,678	142	0.07	4.6	8,293	591.0	Monsanto
251	NA	5	9	265	763	0.05	0.4	714	71.9	Montana Power
315	19	—	—	315	737	0.03	0.1	343	25.5	Moore Financial
1,800	45	—	395	2,195	89	0.04	3.0	7,839	1,001.8	JP Morgan & Co
4,425	48	30	—	4,455	35	3.18	66.1	4,109	394.6	Morgan Stanley
450*	NA	398	—	848	395	0.91	4.5	1,909	–127.1	Morrison Knudsen
1,033	11	422	3,230	4,685	29	0.18	3.9	2,461	159.7	Morton Thiokol
657	35	8	210	876	378	0.01	0.6	8,250	445.0	Motorola
377	NA	15	239	631	517	0.48	1.1	383	26.9	Multibank Finl
509	NA	7	1,124	1,639	152	0.79	8.6	440	26.9	Multimedia
381	56	17	—	398	684	0.13	1.6	1,474	38.8	Murphy Oil
893	28	135	—	1,028	315	0.05	0.7	994	106.0	Nalco Chemical

[1]Sales and profits as reported in the Forbes 500s Annual Directory issue, May 1, 1989. *Annualized salary. ‡Less than 0.01%. §Less than $100,000. **Prior year data. NA Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Nash Finch/Harold B Finch Jr	61	Grand Forks ND	Minnesota, BS '52	technical	23	7
National City/Edward B Brandon	57	Davenport IA	Northwestern, BS '53/Pennsylvania, MBA '56	banking	33	2
Natl Community Bks/Robert M Kossick	48	New Brunswick NJ	Georgia Tech, BS '63/St Mary's, MA '76	banking	10	10
National Intergroup/Howard M Love	59	Pittsburgh PA	Colgate, BA '52/Harvard, MBA '56	operations	33	8
National Medical/Richard K Eamer*	61	Long Beach CA	USC, BS '55/USC, LLB '59	legal	20	20
Natl Semiconductor/Charles E Sporck	61	Saranac Lake NY	Cornell, BS '52	operations	22	22
National Service/Sidney Kirschner	54	Canada	NM Sch Mines, BA '56	technical	16	2
Navistar Intl/James C Cotting	55	Winchester MA	Ohio St, BA '55	financial	10	2
NBD Bancorp/Charles T Fisher III	59	Detroit MI	Georgetown, AB '51/Harvard, MBA '53	banking	31	7
NCNB/Hugh L McColl Jr	53	Bennettsville SC	N Carolina, BS '57	banking	30	6
NCR/Charles E Exley Jr	59	Detroit MI	Wesleyan, BA '52/Columbia, MBA '54	financial	13	6
New England Electric/John W Rowe	44	Dodgeville WI	Wisconsin, BS '67/Wisconsin, JD '70	legal	‡	‡
NY State E&G/James A Carrigg	56	Johnson City NY	Broome Comm, AAS '58	operations	31	1
New York Times/Arthur Ochs Sulzberger	63	New York NY	Columbia, BA '51	journalism	35	26
Newmont Mining/Gordon R Parker	53	Rep of S Africa	Montana C, BS '58/U of Cape Town, MBA '66	operations	30	4
News Corp Ltd/K Rupert Murdoch	58	Australia	Oxford, MA '53	journalism	34	12
Niagara Mohawk Power/William J Donlon	59	Albany NY	Siena, BS '62	marketing	41	1
Nicor/Richard G Cline	54	Chicago IL	Illinois, BS '57	retailing	4	3
NIKE/Philip H Knight*	51	Portland OR	Oregon, BA '59/Stanford, MBA '62	financial	25	25
Nipsco Industries/Edmund A Schroer	61	Hammond IN	Valparaiso, BA '49/Northwestern, JD '52	legal	12	12
Nordstrom/Bruce A Nordstrom†	56	Seattle WA	Washington, BA '56	retailing	34	18
Norfolk Southern/Arnold B McKinnon	61	Goldsboro NC	Duke, LLB '51	legal	38	2
Nortek/Ralph R Papitto*	62	Providence RI	Bryant, BA '47	financial	22	22
Northeast Bancorp/Frank J Kugler Jr	55	Bridgeport CT		banking	30	2
Northeast Savings FA/George P Rutland	56	Tifton GA	Pace, BBA '61	banking	1	1
Northeast Utilities/William B Ellis	48	Vicksburg MS	Carnegie-Mellon, BS '62/Maryland, PhD '66	technical	13	6
No States Power/James J Howard	53	Pittsburgh PA	Pittsburgh, BBA '57/MIT, MS '70	technical	2	2
Northern Trust/Weston R Christopherson	64	Walum ND	North Dakota, BSC '49/North Dakota, JD '51	legal	4	4
Northrop/Thomas V Jones	68	Pomona CA	Stanford, BA '42	technical	36	29
Norton/John M Nelson	57	New York NY	Wesleyan, AB '53/Harvard, MBA '59	administration	30	1
Norwest/Lloyd P Johnson	59	Minneapolis MN	Carleton, BA '52/Stanford, MBA '54	banking	4	4
Nucor/F Kenneth Iverson	63	Downers Grove IL	Cornell, BS '46/Purdue, MS '47	technical	27	24
NWA/Steven G Rothmeier	42	Mankato MN	Notre Dame, BA '68/Chicago, MBA '72	financial	16	4
NWNL/John E Pearson	62	Minneapolis MN	Minnesota, BA '48	sales	36	12
Nynex/Delbert C Staley	64	Hammond IN		operations	43	6
Occidental Petroleum/Armand Hammer	91	New York NY	Columbia, BS '19/Columbia, MD '21	financial	32	32
Ogden/Ralph E Ablon	73	Tupelo MS	Ohio St, BA '38	administration	34	27
Ohio Casualty/Joseph L Marcum	65	Hamilton OH	Antioch, BA '47/Miami of OH, MBA '65	insurance	42	1
Ohio Edison/Justin T Rogers Jr	59	Sandusky OH	Princeton, AB '51/Michigan, JD '54	legal	31	9
Oklahoma G&E/James G Harlow Jr	55	Oklahoma City OK	Oklahoma, BS '57	financial	28	13
Old Kent Financial/John C Canepa	58	Newburyport MA	Harvard, BA '53/NYU, MBA '60	banking	19	7
Old Republic Intl/William R Stover	66	Washington DC		insurance	44	13
Old Stone/Theodore W Barnes	58	Providence RI		banking	41	13
Olin/John W Johnstone Jr	56	Brooklyn NY	Hartwick, BA '54	technical	10	2
Oracle Systems/Lawrence J Ellison*	44	New York NY	Chicago, BS '66/Illinois, MS '68	technical	12	12

†Office jointly held with James F and John N Nordstrom *Company founder ‡New CEO, less than six months service

—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$309	5%	$59	$100	$468	635	1.45%	$3.6	$2,092	$18.2	Nash Finch
905	NA	6	—	911	358	0.04	0.8	2,227	233.2	Natl City
792	21	1,407	—	2,199	88	1.35	5.1	321	42.0	Natl Community
538	2	54	—	592	548	0.11	0.4	2,975	–57.5	Natl Intergroup
1,590	57	349	—	1,939	113	2.66	58.7	3,433	152.4	National Medical
702	60	4	—	706	472	0.75	6.2	2,532	–77.9	Natl Semiconduct
573	23	—	—	573	562	0.12	1.5	1,481	90.2	National Service
717	12	88	—	805	422	0.02	0.3	4,113	236.5	Navistar Intl
1,089	19	—	—	1,089	293	0.29	5.7	2,181	227.2	NBD Bancorp
1,200	184	49	—	1,249	227	0.17	5.2	2,830	252.5	NCNB
1,069	7	5	1,721	2,795	55	0.15	6.3	5,990	439.3	NCR
NA	NA	—	—	—	—	‡	0.0	1,520	–53.8	New England Elec
244	37	1	—	245	773	‡	0.5	1,340	171.5	NY State E&G
662	–8	275	86	1,023	316	0.60	13.6	1,700	167.7	New York Times
832	–8	150	—	982	339	0.05	1.2	500	178.4	Newmont Mining
1,538	0	—	—	1,538**	160	45.84	1,191.5	0	0.0	News Corp Ltd
309	27	8	—	318	736	0.01	0.2	2,800	208.8	Niagara Mohawk
827	32	—	—	827	407	0.20	2.1	1,509	106.1	Nicor
250	NA	10	—	260	768	37.38	501.2	1,519	139.8	NIKE
325	6	27	—	352	716	0.04	0.4	1,524	103.4	Nipsco Inds
454	34	69	180	703	474	6.80	185.8	2,328	123.3	Nordstrom
1,108	38	283	—	1,391	185	0.01	0.8	4,462	635.1	Norfolk Southern
1,231	NA	8	—	1,238	236	14.55	17.2	1,224	13.2	Nortek
376	13	43	83	502	611	0.26	1.1	323	34.6	Northeast Bncp
550*	NA	—	—	550	581	‡	§	716	–12.8	Northeast Svgs
475	8	—	—	475	630	0.01	0.2	2,079	233.9	Northeast Utils
526	–1	20	—	546	586	0.01	0.2	2,006	214.8	No States Power
817	4	537	—	1,354	195	0.49	4.2	1,003	109.3	Northern Trust
681	–37	123	—	804	423	2.21	27.6	5,797	104.2	Northrop
723	24	19	—	742	455	0.07	0.7	1,410	85.2	Norton
1,243	12	49	141	1,432	180	0.09	1.5	2,475	211.2	Norwest
753	374	—	—	753	449	1.11	11.7	1,061	109.4	Nucor
570	23	14	—	584	553	0.10	3.1	5,650	135.1	NWA
518	10	2	—	520	603	0.36	1.5	1,450	33.0	NWNL
1,070	5	80	—	1,150	264	0.02	2.4	12,661	1,315.0	Nynex
2,455	27	188	—	2,643	63	0.45	32.3	19,417	313.0	Occidental Pet
2,058	48	—	2,282	4,340	37	0.66	7.7	946	57.8	Ogden
353	4	10	—	363	711	2.63	24.8	1,576	128.0	Ohio Casualty
375	4	80	—	455	644	‡	0.2	2,143	218.9	Ohio Edison
400	6	18	—	418	670	0.06	0.8	1,098	137.8	Oklahoma G&E
557	8	—	—	557	574	0.48	3.1	726	77.1	Old Kent Finl
298	13	14	522	834	404	0.34	1.5	1,102	50.9	Old Republic
423	20	27	—	450	649	1.40	2.6	468	36.4	Old Stone
759	17	19	507	1,285	215	0.18	1.9	2,308	98.0	Olin
1,363	91	—	—	1,363	194	28.18	477.9	395	56.3	Oracle Systems

[1]Sales and profits as reported in the Forbes 500s Annual Directory issue May 1, 1989. *Annualized salary. ‡Less than 0.01. §Less than $100,000. **Prior year data. NA Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Oryx Energy[†]/Robert P Hauptfuhrer	57	Philadelphia PA	Princeton, BA '53/Harvard, MBA '57	financial	32	1
Outboard Marine/Charles D Strang	68	Brooklyn NY	Polytechnic Inst, BME '43	technical	23	15
Owens-Corning/William W Boeschenstein	63	Chicago IL	Yale, BS '50	marketing	39	16
Paccar/Charles M Pigott	60	Seattle WA	Stanford, BS '51	administration	33	21
Pacific Enterprises/Paul A Miller	64	San Francisco CA	Harvard, BA '46	financial	41	21
Pacific First Finl/Jerry E Pohlman	47	Sibley IA	Iowa, BA '64/Cornell, PhD '70	banking	4	2
Pacific G&E/Richard A Clarke	59	San Francisco CA	Calif Berkeley, AB '52/Calif Berkeley, JD '55	legal	34	3
Pacific Telesis/Sam L Ginn	52	St Clair AL	Auburn, BS '59/Stanford, MBA '68	technical	29	1
PacifiCorp/Al M Gleason	59	Sheraton Cty KS		administration	40	‡
PaineWebber Group/Donald B Marron	54	Goshen NY		investment	30	9
Pall/Abraham Krasnoff	68	Newark NJ	NYU, BS '49	financial	38	20
Pan Am/Thomas G Plaskett	45	Kansas City MO	GMI Inst, BS '66/Harvard, MBA '68	financial	1	1
Panhandle Eastern/Robert D Hunsucker	64	Winchester KS	Washburn, BBA '52	financial	37	6
Parker-Hannifin/Paul G Schloemer	60	Cincinnati OH	Cincinnati, BSME '51/Ohio St, MBA '55	operations	32	5
Penn Central/Carl H Lindner	70	Dayton OH		financial	6	2
JC Penney/William R Howell	53	Claremore OK	Oklahoma, BBA '58	retailing	31	6
Pennsylvania P&L/Robert K Campbell	58	Chicago IL	Ill Tech, BS '52/Loyola, JD '62	technical	12	10
Pennwalt/Edwin E Tuttle	62	Syracuse NY	Haverford, BS '49/Harvard, MBA '51	financial	38	11
Pennzoil/Randal B McDonald	58	El Campo TX	Texas, BBA '52	financial	2	1
People's Bank/David E A Carson	54	England	Michigan, BBA '55	insurance	6	4
Peoples Energy/Eugene A Tracy	61	Oak Park IL	Northwestern, BS '51/DePaul, MBA '58	financial	38	7
PepsiCo/D Wayne Calloway	53	Elkin NC	Wake Forest, BBA '59	financial	22	3
Perkin-Elmer/Horace G McDonell Jr	60	New York NY	Adelphi, AB '52	technical	37	5
Perpetual Financial/Thomas J Owen	54	Washington DC	Williams, BA '57	investment	14	12
Pfizer/Edmund T Pratt Jr	62	Savannah GA	Duke, BS '47/Pennsylvania, MBA '49	financial	25	16
Phelps Dodge/Douglas C Yearley	53	Oak Park IL	Cornell, BS '58	technical	29	‡
PHH Corp/Robert D Kunisch	47	Norwalk CT	NYU, BBA '63	marketing	23	1
Philadelphia Elec/Joseph F Paquette Jr	54	Norwood MA	Yale, BS '56	administration	33	1
Philip Morris Cos/Hamish Maxwell	62	England	Cambridge, BA '49	marketing	35	5
Phillips Petroleum/C J Silas	57	Miami FL	Georgia Tech, BS '53	operations	36	4

PHM Corp/James Grosfeld	51	New York NY	Amherst, BA '59/Columbia, LLB '62	investment	17	15
Pinnacle West/Keith L Turley	65	Mesa AZ	Arizona St, BA '48	administration	37	15
Pioneer Hi-Bred Intl/Thomas N Urban	55	Des Moines IA	Harvard, BA '56/Harvard, MBA '60	administration	29	8
Pitney Bowes/George B Harvey	58	New Haven CT	Pennsylvania, BS '54	financial	32	6
Pittston/Paul W Douglas	62	Springfield MA	Princeton, BA '48	sales	5	5
PNC Financial/Thomas H O'Brien	52	Pittsburgh PA	Notre Dame, BS '58/Harvard, MBA '62	banking	27	4
Polaroid/I MacAllister Booth	57	Atlanta GA	Cornell, BME '55/Cornell, MBA '58	operations	31	3
Portland General/Ken L Harrison	46	Bakersfield CA	Oregon, BS '64/Oregon, MS '66	administration	14	1
Potlatch/Richard B Madden	60	Short Hills NJ	Princeton, BS '51/Michigan, JD '56	financial	18	18
Potomac Electric/W Reid Thompson	64	Durham NC	N Carolina, BS '45/Harvard, LLB '49	legal	18	18

[†]Formerly Sun Exploration ‡New CEO, less than six months' service

—Salary (000)	+ bonus— % change	Compensation— other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$671	NA	$170	—	$841	399	0.06%	$2.0	$1,070	$–305.0	Oryx Energy
1,067	102%	78	$1,480	2,625	65	0.11	0.8	1,653	70.7	Outboard Marine
1,200	20	175	1,170	2,545	67	0.69	7.8	2,831	197.0	Owens-Corning
878	14	16	—	894	369	6.35	110.7	3,267	175.8	Paccar
992	17	181	129	1,302	208	0.07	1.8	5,932	222.0	Pacific Enterpr
391	20	2	—	392	691	0.07	0.1	525	16.0	Pacific First
548	2	13	—	561	569	‡	0.3	7,646	62.1	Pacific G&E
774	45	164	—	938	352	‡	0.5	9,483	1,188.0	Pacific Telesis
504	NA	—	—	504††	610	‡	0.4	3,519	446.7	PacifiCorp
1,250	NA	99	325	1,674	143	1.15	5.7	2,512	42.4	PaineWebber
437	0	152	—	588	550	0.47	5.2	455	58.7	Pall
494	–1	13	—	507	609	‡	§	3,569	–72.7	Pan Am
484	–20	—	—	484	624	0.13	1.7	1,262	–171.9	Panhandle East
765	16	182	1,156	2,103	98	0.11	1.4	2,397	108.4	Parker-Hannifin
615	49	250	—	865	383	31.02	538.0	1,547	103.4	Penn Central
795	–13	275	130	1,200	245	0.04	2.5	15,296	807.0	JC Penney
357	9	2	—	359	714	0.02	0.5	2,214	332.0	Pennsylvania P&L
617	NA	2	402	1,021	317	0.48	4.9	1,024	178.7	Pennwalt
383	9	59	—	442	658	0.06	2.0	2,088	–187.0	Pennzoil
265	NA	135	—	400	683	0.11	0.3	583	36.6	People's Bank
315	NA	10	—	324	731	0.06	0.4	1,134	82.6	Peoples Energy
1,365	20	5	—	1,370	193	0.02	2.9	13,007	762.2	PepsiCo
750	90	—	297	1,047	305	0.11	1.1	1,201	73.4	Perkin-Elmer
537	13	4	—	540	589	2.73	2.8	560	20.4	Perpetual Finl
1,371	10	—	2,376	3,747	43	0.08	8.4	5,385	791.3	Pfizer
580	NA	29	—	609††	534	‡	0.1	2,320	420.2	Phelps Dodge
619	38	—	—	619	526	0.11	0.7	1,717	23.9	PHH Corp
446	24	137	—	583	554	‡	0.1	3,229	566.0	Philadelphia El
1,660	11	—	2,859	4,519	33	0.06	17.7	25,860	2,064.0	Philip Morris
761	4	4	—	765	442	0.08	4.8	11,304	650.0	Phillips Pet

The median total compensation earned by these corporate elite was $845,000 last year, an 11% increase from the median the year before. Looking only at salary plus bonus, the median was $682,000 last year, a 7.2% raise from 1987. Consumer price inflation last year was 4.1%.

1,019	NA	—	—	1,019	319	20.19	69.4	1,173	33.2	PHM Corp
602	–30	3	25	630	520	0.02	0.3	2,155	4.2	Pinnacle West
384	28	—	—	384	695	0.40	4.8	863	80.6	Pioneer Hi-Bred
859	8	327	—	1,185	251	0.14	4.6	2,650	243.4	Pitney Bowes
625	NA	12	—	637	512	0.44	3.4	1,583	36.8	Pittston
925	17	59	—	985	337	0.02	0.7	3,827	442.7	PNC Financial
449	0	337	—	786	431	‡	0.2	1,863	–22.6	Polaroid
336	NA	1	—	337	723	‡	0.0	762	97.3	Portland Genera[1]
789	–9	—	—	789	430	0.17	1.6	1,084	112.4	Potlatch
940	45	11	—	951	350	0.10	2.0	1,350	211.1	Potomac Electric

[1]Sales and profits as reported in the Forbes 500s Annual Directory issue, May 1, 1989. ‡Less than 0.01. §Less than $1,000,000. ††New C.E.O. cash compensation is for another executive office. NA Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
PPG Industries/Vincent A Sarni	60	Bayonne NJ	Rhode Island, BS '49	marketing	21	5
Premark Intl/Warren L Batts	56	Norfolk VA	Georgia Tech, BEE '61/Harvard, MBA '63	administration	9	3
Premier Bancorp/G Lee Griffin	50	Leavenworth KS	Texas, BS '60/Louisiana St, MS '62	banking	27	1
Premier Industrial/Morton L Mandel*	67	Cleveland OH		administration	49	49
Price Co/Robert E Price*	46	San Diego CA	Pomona, BA '64	administration	13	13
Prime Computer/Anthony L Craig	43	Ireland	Dalhousie U, BS '66	operations	1	1
Prime Motor Inns/Peter E Simon*	62	Passaic NJ		administration	21	21
Primerica/Sanford I Weill	56	New York NY	Cornell, BA '55	financial	3	3
Procter & Gamble/John G Smale	61	Canada	Miami of OH, BS '49	marketing	37	8
Progressive/Peter B Lewis	55	Cleveland OH	Princeton, AB '55	insurance	34	24
Provident Life & Acc/Winston W Walker	45	Traverse City MI	Tulane, BS '65/Georgia, PhD '69	technical	15	1
PSI Holdings/James E Rogers Jr	41	Birmingham AL	Kentucky, BS '70/Kentucky, JD '74	legal	1	1
Public Service Colo/Delwin D Hock	54	Colorado Spngs CO	Colorado, BS '56	financial	27	1
Public Service NH/John C Duffett	61	Concord NH	U of New Hampshire, BS '51	operations	35	1
Pub Svc Enterprise/E James Ferland	47	Boston MA	Maine, BS '64/New Haven, MBA '76	technical	3	3
Puget Sound Bancorp/William W Philip	62	Tacoma WA		banking	38	17
Puget Sound P&L/John W Ellis	60	Seattle WA	Washington, BS '50/Washington, JD '53	legal	19	13
Quaker Oats/William D Smithburg	50	Chicago IL	DePaul, BS '60/Northwestern, MBA '61	marketing	23	8
Quantum Chemical/John Hoyt Stookey	59	New York NY	Amherst, BA '52/Columbia, MS '54	technical	19	3
Ralston Purina/William P Stiritz	54	Jasper AR	Northwestern, BS '59/St Louis, MA '68	marketing	25	8
Raychem/Paul M Cook*	65	Ridgewood NJ	MIT, BS '47	technical	32	32
Raytheon/Thomas L Phillips	65	Turkey	Virginia Polytech, BS '47/Virginia Poly, MS '48	technical	41	21
Reebok International/Paul B Fireman	45	Cambridge MA	Boston U, 'NA	sales	10	10
Reliance Group/Saul P Steinberg*	49	New York NY	Pennsylvania, BS '61	investment	28	28
Republic New York/Walter H Weiner	58	Brooklyn NY	Michigan, BA '52/Michigan, JD '53	legal	9	9
Rexene/Andrew J Smith	47	NA		sales	5	1
Reynolds Metals/William O Bourke	62	Chicago IL	DePaul, BSC '51	operations	8	3
Riggs National/Joe L Allbritton	64	D'Lo MS	Baylor, LLB '49	financial	8	8
Rite Aid/Alex Grass*	61	Scranton PA	Florida, LLB '49	legal	36	27
Roadway Services/Joseph M Clapp	52	Greensboro NC	N Carolina, BS '58	sales	22	2
Rochester Community/Leonard S Simon	52	Passaic NJ	MIT, BS '58/Columbia, PhD '63	marketing	20	5
Rockwell Intl/Donald R Beall	50	Beaumont CA	San Jose State U, BS '60/Pittsburgh, MBA '61	administration	28	1
Rohm & Haas/J Lawrence Wilson	53	Rosedale MS	Vanderbilt, BE '58/Harvard, MBA '63	financial	24	1
Rorer Group/Robert E Cawthorn	53	England	Cambridge, BS '59	administration	7	4
Rose's Stores/Lucius H Harvin II	50	Boston MA	N Carolina, BA '60/Duke, JD '63	retailing	25	9
Rouse/Mathias J DeVito	58	Trenton NJ	Maryland, LLB '56	legal	21	10
Rubbermaid/Stanley C Gault	63	Wooster OH	Wooster, BA '48	marketing	9	9
Ryder System/M Anthony Burns	46	Las Vegas NV	Brigham Young, BS '64/Calif Berkeley, MBA '65	financial	15	6
Ryland Group/Charles E Peck	63	Newark NJ	Pennsylvania, BS '49	operations	8	7
Safeco/Bruce Maines	62	Tacoma WA	Washington, BS '48/Washington, JD '49	legal	39	3
St Paul Bancorp/Joseph C Scully*	47	Detroit MI	Loyola, BS '62/Loyola, MBA '72	banking	26	7
St Paul Cos/Robert J Haugh	63	Milwaukee WI	Marquette, PhB '46/Marquette, JD '48	insurance	40	5
Salomon/John H Gutfreund	60	New York NY	Oberlin, BA '51	investment	36	5
San Diego G&E/Thomas A Page	56	Niagara Falls NY	Purdue, BS '55/Purdue, MS '63	technical	11	8
Santa Fe Southern/Robert D Krebs	47	Sacramento CA	Stanford, BA '64/Harvard, MBA '66	administration	23	2

*Company founder NA Not available

—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$1,133	29%	$14	—	$1,148	265	0.04%	$1.9	$5,617	$467.6	PPG Industries
1,204	24	37	—	1,242	233	0.48	5.9	2,397	121.2	Premark Intl
278	15	10	—	289	754	0.24	0.3	394	–49.7	Premier Bancorp
375	7	—	—	375	703	19.11	233.5	582	68.8	Premier Inds
230	0	—	—	230	779	2.69	53.2	4,530	107.2	Price Co
333†	NA	14	—	347	718	‡	§	1,595	13.0	Prime Computer
718	1	23	—	740	456	1.86	16.8	286	74.1	Prime Motor Inns
1,292	83	47	—	1,339	200	0.38	7.6	1,004	161.8	Primerica
1,300	5	—	$755	2,055	101	0.03	4.4	20,368	1,128.0	Procter & Gamble
1,299	–19	981	—	2,280	83	17.30	153.3	1,227	108.1	Progressive
264	NA	—	—	264	764	‡	0.0	2,827	91.1	Provident Life
59†	NA	—	—	59	790	‡	§	1,043	116.6	PSI Holdings
244	NA	—	—	244	774	0.01	0.1	1,685	125.0	Public Svc Colo
169	NA	—	—	169	787	‡	0.0	603	55.3	Public Svc NH
466	–6	12	—	477	629	‡	0.2	4,395	528.6	Public Svc Ent
395	25	13	—	408	677	0.98	3.9	395	40.4	Puget Sound Bncp
380	13	3	—	383	696	0.03	0.3	791	128.2	Puget Sound P&L
1,186	19	606	917	2,709	59	0.23	10.1	5,616	259.2	Quaker Oats
1,400	43	46	4,110	5,556	24	0.57	7.3	2,922	382.7	Quantum Chemical
1,029	18	57	11,919	13,005	4	0.98	54.6	6,046	458.1	Ralston Purina
1,000	55	—	—	1,000	330	2.10	23.6	1,103	102.8	Raychem
1,105	10	5	—	1,110	279	0.20	9.3	8,192	489.6	Raytheon
11,439	–26	4	—	11,443	5	14.76	223.3	1,786	137.0	Reebok Intl
4,498	5	—	—	4,498	34	60.51	214.3	5,730	23.6	Reliance Group
724	30	4	—	727	465	0.08	1.0	2,105	169.7	Republic NY
389	NA	7	—	396	687	0.02	0.1	719	129.6	Rexene
1,038	11	23	347	1,408	182	0.07	2.2	5,567	482.0	Reynolds Metals
757	8	—	—	757	447	35.82	120.9	562	37.0	Riggs National
637	21	—	—	637	511	6.30	93.9	2,746	95.3	Rite Aid
445	63	—	—	445	657	0.13	1.5	2,185	80.2	Roadway Services
330	6	18	—	348	717	0.24	0.6	382	18.4	Rochester Commun
1,240	12	721	—	1,961	109	0.14	7.7	12,135	779.0	Rockwell Intl
793	NA	10	218	1,021	318	0.08	1.7	2,535	230.1	Rohm & Haas
699	NA	3	202	904	364	0.11	1.4	1,042	61.8	Rorer Group
358	30	53	—	410	675	3.10	5.9	1,439	16.4	Rose's Stores
821	1	—	—	821	411	1.47	19.1	462	20.0	Rouse
885	4	301	—	1,186	250	0.41	9.2	1,194	99.3	Rubbermaid
915	–8	—	382	1,297	210	0.23	4.4	5,030	134.7	Ryder System
488	NA	322	984	1,794	126	2.08	5.0	0	0.0	Ryland Group
484	10	101	102	686	483	0.06	1.1	2,873	268.6	Safeco
507	13	—	—	507	608	1.79	2.9	292	22.8	St Paul Bancorp
919	8	50	65	1,035	311	0.05	1.3	3,631	352.6	St Paul Cos
4,000	219	1,113	—	5,113	25	0.10	2.9	6,146	280.0	Salomon
524	9	11	—	535	595	0.07	1.5	2,076	189.4	San Diego G&E
1,175	32	4	295	1,473	172	0.06	2.2	3,144	–46.5	Santa Fe Sthrn

[1]Sales and profits as reported in the Forbes 800s Annual Directory issue, May 1, 1989. †Salary not annualized. ‡Less than 0.01%. §Less than $100,000. NA Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education—undergraduate	Education—graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Sara Lee/John H Bryan Jr	52	West Point MS	Rhodes C, BA '58		administration	29	14
Scana/John A Warren	64	Paducah KY	Vanderbilt, BE '48		operations	32	4
SCEcorp/Howard P Allen	63	Upland CA	Pomona, BA '48	Stanford, JD '51	legal	35	5
Schering-Plough/Robert P Luciano	55	New York NY	CUNY City Col, BBA '54	Michigan, JD '58	legal	11	7
Charles Schwab/Charles R Schwab	52	Sacramento CA	Stanford, BA '59	Stanford, MBA '61	financial	15	15
Scott Paper/Philip E Lippincott	53	Camden NJ	Dartmouth, BA '57	Michigan St, MBA '64	operations	30	7
EW Scripps/Lawrence A Leser	54	Cincinnati OH	Xavier, BS '57		financial	21	4
Seagate Technology/Alan F Shugart*	58	Los Angeles CA	Redlands, BS '53		technical	10	10
Seamen's/Robert K Utley III	44	Temple TX	Texas, BBA '67		financial	4	4
Sears, Roebuck/Edward A Brennan	55	Chicago IL	Marquette, BS '55		retailing	33	3

Security Bancorp/Lowell L Peacock	63	Napoleon OH			banking	41	18
Security Capital/Thomas J Gochberg	50	Boston MA	Columbia, BA '64		financial	15	10
Security Pacific/Richard J Flamson III	60	Los Angeles CA	Claremont Mens C, BA '51		banking	34	11
Sequa/Norman E Alexander	74	New York NY	Columbia, BA '34		legal	39	32
Service Merch/Raymond Zimmerman*	56	Memphis TN			retailing	29	16
SFFed Corp/Patrick H Price	61	Coos Bay OR			banking	36	4
Shawmut National/Joel B Alvord	50	Manchester CT	Dartmouth, AB '60	Dartmouth, MBA '61	banking	26	3
Sherwin-Williams/John G Breen	54	Cleveland OH	John Carroll, BS '56	Case Western Res, MBA '61	marketing	10	10
Sigma-Aldrich/Carl T Cori	52	St Louis MO	Wisconsin, BS '59	Washington, PhD '69	technical	19	6
Signet Banking/Frederick Deane Jr	62	Boston MA	Harvard, MBA '51		financial	36	16
SmithKline Beckman/Henry Wendt	55	Neptune City NJ	Princeton, BA '55		marketing	34	7
Snap-on Tools/Marion F Gregory	55	Denison TX			sales	34	1
Society/Robert W Gillespie	45	Cleveland OH	Ohio Wslyn, BA '66	Case Western Res, MBA '68	banking	21	2
Society for Savings/Elliott C Miller	55	Cambridge MA	Harvard, BA '56	Michigan, JD '61	legal	17	10
Sonat/Ronald L Kuehn Jr	54	Queens NY	Fordham, BA '57	Fordham, LLB '64	legal	19	5
Sonoco Products/Charles W Coker Jr	56	Hartsville SC	Princeton, BA '55	Harvard, MBA '57	administration	31	19
South Carolina Natl/James G Lindley	57	Greensboro NC	N Carolina, BS '53	NYU, MBA '60	banking	10	8
Southeast Banking/Charles J Zwick	62	Plantsville CT	Connecticut, BS '50	Harvard, PhD '54	financial	20	10
Southern Company/Edward L Addison	59	Cottageville SC	S Carolina, BEE '50		technical	35	6
So N England Telecom/Walter H Monteith Jr	58	Framingham MA	Amherst, BA '52		sales	35	5
Southmark/Arthur G Weiss	49	Gadsden AL	Alabama, BS '63	Georgia St, MBA '68	financial	8	‡
SouthTrust/Wallace D Malone Jr	52	Dothan AL	Alabama, BS '57	Pennsylvania, MS '59	banking	30	8
Southwest Gas/Kenny C Guinn	52	Garland AL	Cal St Fresno, BA '58	Utah, PhD '60	administration	3	1
Southwestern Bell/Zane E Barnes	67	Marietta OH	Marietta, BS '47		operations	48	14
Southwestern Pub Svc/W R Esler	63	Denison TX	Texas, BSEE '46		technical	41	‡
Sovran Financial/Albert B Gornto Jr	59	Norfolk VA	Old Dominion, BS '56		banking	32	‡
Spiegel/John J Shea	51	Newark NJ	La Salle, BS '59	Pittsburgh, MS '60	marketing	9	4
Springs Industries/Walter Y Elisha	56	Gary IN	Wabash, BA '54	Harvard, MBA '65	administration	9	8
Square D/Jerre L Stead	46	Marquoketa IA	Iowa, BS '65		sales	2	‡
Squibb/Richard M Furlaud	66	New York NY	Princeton, AB '44	Harvard, JD '47	legal	34	23

*Company founder ‡New CEO, less than six months' service

—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$1,367	9%	$286	$5,111	$6,763	15	0.30%	$16.8	$11,206	$376.9	Sara Lee
401	49	16	—	418	671	0.14	1.7	1,083	120.7	Scana
853	14	3	—	856	388	0.01	0.9	6,253	761.8	SCEcorp
1,342	10	64	348	1,754	130	0.03	0.7	2,969	389.8	Schering-Plough
1,003	NA	10	—	1,013	320	27.08	68.7	392	7.4	Schawb
1,238	54	—	522	1,760	129	0.04	1.4	4,726	400.9	Scott Paper
475	NA	10	—	485	623	0.06	0.7	1,214	70.1	EW Scripps
762	–40	—	—	762	445	0.87	5.9	1,351	–5.5	Seagate Tech
323	–31	—	—	323	733	6.18	1.0	436	16.3	Seamen's
1,386	–8	1	501	1,889	117	0.02	3.5	50,251	909.5	Sears, Roebuck

Add all their salary and bonus checks together, and this group of chief executives earned $664 million and took in another $290 million in stock gains. That's a lot of money. But it hardly seems excessive for the people who run companies employing 20 million workers and generating $3.2 trillion in revenues.

277	NA	—	280	557	573	0.19	0.4	274	24.5	Security Bancorp
775	NA	—	—	775	438	7.49	0.0	250	–122.9	Security Capital
1,440	43	20	342	1,801	124	0.08	3.8	8,483	638.9	Security Pacific
1,283	NA	11	—	1,293	211	35.50	236.2	1,713	68.6	Sequa
529	15	—	—	529	599	7.07	87.3	3,093	76.5	Svc Merchandise
381	42	—	—	381	697	0.26	0.3	397	12.8	SFFed Corp
900	31	82	307	1,289	212	0.20	3.8	2,811	242.5	Shawmut National
746	–11	69	—	814	415	0.38	4.7	1,950	101.1	Sherwin-Williams
549	–16	—	—	549	584	0.14	2.4	375	56.5	Sigma-Aldrich
630	6	186	669	1,485	168	0.39	3.7	1,239	152.5	Signet Banking
751	–51	18	—	770	440	0.06	4.2	4,749	229.2	SmithKline
562	27	4	19	585	552	0.03	0.5	855	113.3	Snap-on Tools
553	11	190	401	1,144	267	0.06	0.5	972	100.1	Society
304	1	81	235	619	527	0.79	2.0	427	33.3	Society for Svgs
790	19	48	—	838	402	0.05	0.7	1,392	84.7	Sonat
841	31	—	—	841	398	1.27	19.2	1,600	96.3	Sonoco Products
495	6	87	—	582	555	0.18	0.9	552	54.5	S Carolina Natl
631	2	4	417	1,051	303	0.36	3.0	1,405	75.3	Southeast Bkng
782	49	46	—	828	406	‡	0.5	7,235	846.0	Southern Company
440	–1	12	—	452	646	0.04	0.9	1,583	155.4	So N Eng Telecom
480*	NA	—	—	480	626	‡	§	3,100	–288.2	Southmark
593	10	43	—	636	513	1.13	7.0	626	67.6	SouthTrust
572	NA	—	159	731††	462	0.39	1.4	801	41.2	Southwest Gas
1,551	37	182	—	1,732	132	0.02	2.8	8,453	1,060.1	Sthwestern Bell
274	NA	1	—	275	757	0.02	0.2	791	104.9	Southwestern PS
595	NA	105	—	700	476	0.03	0.7	2,230	243.1	Sovran Financial
787	NA	102	—	889	373	0.02	0.1	1,402	57.0	Spiegel
806	–19	373	—	1,179	254	0.42	3.2	1,825	52.8	Springs Inds
528	NA	4	—	532	597	0.06	0.7	1,657	118.9	Square D
1,542	10	1,096	—	2,638	64	0.23	16.6	2,586	425.5	Squibb

[1]Sales and profits as reported in the Forbes 500S Annual Directory issue, May 1, 1989. *Annualized salary. ‡Less than 0.01%. §Less than $100,000. ††New CEO; cash compensation is for another executive office. NA: Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education: undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Standard Fedl Bank/Thomas R Ricketts	58	Detroit MI	Michigan, BBA '53/Michigan, JD '56	legal	33	15
Stanley Works/Richard H Ayers	46	Newton MA	MIT, BS '65/MIT, MS '65	operations	17	2
Star Banc[1]/Oliver W Waddell	58	Covington KY	Duke, BA '54/Rutgers, JD '69	banking	32	6
State Street Boston/William S Edgerly	62	Lewiston ME	MIT, BS '49/Harvard, MBA '55	financial	14	14
Sterling Chemicals/J Virgil Waggoner	61	Judsonia AK	Ouachita Baptist U, BS '48/Texas, MS '50	technical	3	3
Stone Container/Roger W Stone	54	Chicago IL	Pennsylvania, BS '57	marketing	32	10
Student Loan/Edward A Fox	52	New York NY	Cornell, AB '58/NYU, MBA '63	financial	16	16
Subaru of America/Harvey H Lamm	53	Philadelphia PA		sales	21	14
Sumitomo Bank Calif/Keizo Yoshida	53	Japan	Tokyo, LLB '58	legal	31	2
Summit Bancorp/Thomas D Sayles Jr	57	Newton Ctr MA	Dartmouth, BA '54/NYU, MBA '61	banking	19	16
Sun Company/Robert McClements Jr	60	Philadelphia PA	Drexel, BS '52	technical	24	4
Sun Microsystems/Scott G McNealy*	34	Columbus OH	Harvard, BA '76/Stanford, MBA '80	operations	7	5
Sundstrand/Harry C Stonecipher	53	Scott County TN	Tennessee Tech, BS '60	technical	2	‡
SunTrust Banks/Robert Strickland	62	Atlanta GA	Davidson, BS '48/Atlanta Law, LLB '53	banking	41	13
Sunwest Financial/George S Jenks	62	Australia	Cornell, BA '50	banking	39	8
Super Food Services/Jack Twyman	55	Pittsburgh PA	Cincinnati, BBA '55	administration	19	17
Super Valu Stores/Michael W Wright	50	Minneapolis MN	Minnesota, BA '61/Minnesota, JD '63	legal	12	8
Sysco/John F Woodhouse	58	Wilmington DE	Wesleyan, BA '53/Harvard, MBA '55	financial	20	6
Talman Home Federal/Theodore H Roberts	60	Gillett AR	Northwestern St LA, BA '49/Oklahoma St, MA '50	banking	4	4
Tambrands/Martin F C Emmett	54	South Africa	Witwatersrand, BS '57/Queens U, MBA '62	banking	‡	‡
Tandem Computers/James G Treybig*	48	Clarendon TX	Rice, BS '63/Stanford, MBA '68	administration	15	15
Tandy/John V Roach	50	Stamford TX	Texas Christian, BA '61/Texas Christian, MBA '65	operations	22	8
TCF Financial/William A Cooper	45	Detroit MI	Wayne State, BS '67	financial	4	4
TECO Energy/Hugh L Culbreath	68	Tampa FL	US Naval Acad, BS '44	financial	32	17
Tektronix/David P Friedley	49	Morristown NJ	Cornell, BS '62	marketing	15	2
Tele-Communications/John C Malone	48	Milford CT	Yale, BS '63/Johns Hopkins, PhD '67	administration	16	16
Teledyne/George A Roberts	70	Uniontown PA	Carnegie-Mel, BS '39/Carnegie-Mel, PhD '42	technical	48	3
Temple-Inland/Clifford J Grum	54	Davenport IA	Austin, BA '56/Pennsylvania, MBA '58	financial	21	5
Tenneco/James L Ketelsen	58	Davenport IA	Northwestern, BS '52	financial	30	11
Tesoro Petroleum/Dennis F Juren	54	La Grange TX	Texas, BS '57/Houston, MBA '69	operations	19	1
Texaco/James W Kinnear	61	Pittsburgh PA	US Naval Acad, BS '50	sales	35	2
Texas Air/Francisco A Lorenzo	49	New York NY	Columbia, BA '61/Harvard, MBA '63	financial	17	9
Texas American Bcshs/Joseph M Grant	50	San Antonio TX	Southern Methodist, BBA '60/Texas, PhD '70	banking	14	3
Texas Eastern/Dennis R Hendrix Jr	49	Selmer TN	Tenn Knoxville, BS '62/Georgia St, MBA '67	operations	4	2
Texas Instruments/Jerry R Junkins	51	Fort Madison IA	Iowa St, BS '59/Southern Methodist, MS '68	operations	30	4
Texas Utilities/Jerry Farrington	54	Burkburnett TX	N Texas St, BBA '55/N Texas St, MBA '58	administration	32	2
Texaron/Beverly F Dolan	61	Augusta GA	Georgia, BS '52	operations	35	4
Time Inc/J Richard Munro	58	Syracuse NY	Colgate, BA '57	operations	32	9
Times Mirror/Robert F Erburu	58	Ventura CA	USC, BA '52/Harvard, JD '55	legal	28	8
Timken/William R Timken Jr	50	Canton OH	Stanford, BA '60/Harvard, MBA '62	operations	27	14
Torchmark/Ronald K Richey	62	Erie KS	Washburn, BA '49/Washburn, JD '51	insurance	25	4
Toys "R" Us/Charles Lazarus*	65	Washington DC		administration	33	33
Transamerica/James R Harvey	54	Los Angeles CA	Princeton, BS '56/Calif Berkeley, MBA '63	financial	24	8
Transco Energy/George S Slocum	49	East Orange NJ	Cornell, BA '62/Cornell, MBA '67	administration	11	2
Travelers/Edward H Budd	56	Zanesville OH	Tufts, BS '55	insurance	34	8

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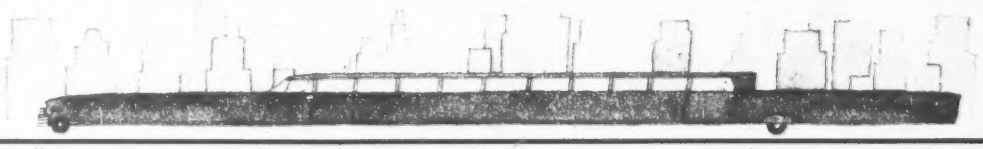
—Salary (000)	Compensation— + bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	—Stock owned— %	mkt val (mil)	—Company data[1]— sales (mil)	profits (mil)	Company
$553	20%	—	—	$553	579	0.12%	$0.3	$867	$58.3	Standard Fedl
580	17	—	—	580	558	0.06	0.9	1,909	103.5	Stanley Works
482	17	$5	—	487	621	0.06	0.3	531	55.4	Star Banc
744	13	—	—	744	454	1.31	14.5	897	92.3	State St Boston
1,036	NA	563	$5,782	7,380	14	7.80	60.8	727	227.4	Sterling Chems
1,003	33	179	—	1,182	253	2.81	51.6	3,742	341.8	Stone Container
779	17	410	—	1,189	248	‡	§	2,272	225.1	Student Loan
561	4	—	—	561	570	0.30	1.1	1,584	–70.7	Subaru of Amer
194	0	12	—	206	782	0.16	0.2	339	24.5	Sumitomo Bank
460	12	268	—	728	463	0.58	2.3	329	38.7	Summit Bancorp
1,024	20	29	109	1,162	260	0.02	0.8	8,612	7.0	Sun Company
488	13	—	—	488	620	2.52	16.5	1,462	89.6	Sun Microsystems
480*	NA	67	—	547	585	0.16	1.8	1,477	–50.1	Sundstrand
517	0	177	—	694	478	0.15	4.2	2,889	308.7	SunTrust Banks
316	NA	10	—	326	729	0.24	0.7	287	21.0	Sunwest Finl
559	12	—	—	559	572	1.55	3.0	1,628	15.3	Super Food Svc
670	3	1	208	879	376	0.14	2.7	10,025	129.5	Super Valu Strs
700	114	215	123	1,038	307	0.33	6.9	5,561	96.8	Sysco
600	0	4	—	604	537	4.46	4.0	543	25.6	Talman Home Fedl
NA	NA	—	—	—	—	‡	§	563	85.3	Tambrands
481	–6	—	195	675	492	0.54	8.8	1,425	102.1	Tandem Computers
872	5	84	—	955	347	0.06	2.5	3,992	321.3	Tandy
543	12	—	—	543	587	1.93	1.7	580	12.5	TCF Financial
360	2	25	285	670	493	0.06	0.8	1,034	120.6	TECO Energy
354	0	2	48	404	680	‡	0.0	1,431	–8.6	Tektronix
400	7	15	—	415	673	0.71	41.9	2,134	7.0	Tele-Commun
808	1	—	—	808	419	0.89	35.9	4,598	391.8	Teledyne
804	21	3	—	808	420	0.32	4.8	2,099	199.2	Temple-Inland
1,017	–3	50	—	1,077	295	0.08	5.3	13,234	822.0	Tenneco
384	2	7	58	448	654	0.28	0.5	931	–9.6	Tesoro Petroleum
1,322	83	158	—	1,480	170	0.03	3.6	33,544	1,304.0	Texaco
787	66	21	—	809**	418	0.13	0.6	8,573	–718.6	Texas Air
296	0	4	—	300	747	0.37	0.0	436	–510.3	Texas Am Bcshs
635	13	144	—	779	436	0.03	0.8	3,481	166.9	Texas Eastern
798	17	26	664	1,488	167	0.04	1.2	6,295	366.3	Texas Instrmnts
479	11	11	—	490	616	‡	0.3	4,154	642.7	Texas Utilities
2,066	11	187	—	2,253	85	0.17	4.0	7,286	272.1	Textron
1,288	61	—	6,125	7,413**	13	0.17	11.4	4,507	289.0	Time Inc
1,200	–8	516	—	1,716	134	0.22	10.8	3,259	331.9	Times Mirror
556	80	—	—	556	575	14.24	144.6	1,554	65.9	Timken
805	–13	30	102	936	353	0.54	9.8	1,670	180.1	Torchmark
4,429	23	—	—	4,429	36	0.02	1.2	4,000	268.0	Toys "R" Us
1,300	0	81	—	1,381	189	0.05	1.2	7,879	346.4	Transamerica
563	22	128	—	691	481	0.08	0.9	2,774	–76.8	Transco Energy
840	–4	10	393	1,243	232	0.07	2.7	18,986	103.3	Travelers

[1]Sales and profits as reported in the Forbes 500s Annual Directory issue, May 1, 1989. *Annualized salary. †Less than 0.01%. ‡Less than $1,000,000. **Prior year data. NA Not available.

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
Tribune/Stanton R Cook	63	Chicago IL	Northwestern, BS '49	technical	38	15
Trinova/Darryl F Allen	45	Detroit MI	Michigan St, BA '65/Michigan, MBA '66	financial	17	3
Trustcorp/Chester Devenow	70	Detroit MI	NYU, BA '41	administration	‡	‡
TRW/Joseph T Gorman	52	Rising Sun IN	Kent State U, BA '60/Yale, LLB '62	legal	21	1
Tucson Electric/Einar Greve	61	Norway	Tech Inst of Norway, BSEE '51/MIT, MSEE '53	technical	14	4
Turner Corp/Alfred T McNeill	52	Elizabeth NJ	Lehigh, BS '58	technical	31	‡
TW Services/Frank L Salizzoni	50	Bridgeville PA	Penn St, BS '60/George Washington, MEA '64	financial	22	2
Tyco Laboratories/John F Fort	47	New York NY	Princeton, BS '63/MIT, MS '66	technical	24	6
Tyson Foods/Don Tyson	59	Olathe KS		operations	37	26
UAL/Stephen M Wolf	47	Oakland CA	San Francisco State U, BA '65	operations	1	1
Union Bank/Seishichi Itoh	54	Japan	Osaka, BA '57	banking	17	4
Union Camp/Raymond E Cartledge	59	Pensacola FL	Alabama, BBA '52	sales	33	3
Union Carbide/Robert D Kennedy	56	Pittsburgh PA	Cornell, BME '55	operations	34	3
Union Electric/William E Cornelius	57	Salt Lake UT	Missouri, BS '53	financial	27	5
Union Pacific/Andrew L Lewis Jr	57	Philadelphia PA	Haverford, BS '53/Harvard, MBA '55	administration	3	2
Union Planters/Benjamin W Rawlins Jr	51	Murfreesboro TN	Vanderbilt, BA '61/Georgia St, MBA '69	banking	15	5
Union Texas Petrol/A Clark Johnson	58	Philadelphia PA	Haverford, BA '52/Pennsylvania, MBA '54	marketing	21	5
Unisys/W Michael Blumenthal	63	Germany	Calif Berkeley, BS '51/Princeton, PhD '56	administration	9	9
UA Communications/Stewart D Blair	40	Scotland	U of Glasgow, MA '71	administration	2	2
United Banks of Colo/N Berne Hart	59	Denver CO	Colorado Col, BA '51	banking	35	10
United Brands/Carl H Lindner	70	Dayton OH		financial	5	5
United Cable TV/Gene W Schneider*	62	Enid OK	Texas, BS '49	administration	36	36
United Illuminating/George W Edwards Jr	50	Memphis TN	Arkansas, BS '61	administration	4	4
United Jersey Banks/T Joseph Semrod	52	Oklahoma City OK	Oklahoma, BA '58/Oklahoma, JD '63	banking	8	8
United Missouri Bcsh/R Crosby Kemper	62	Kansas City MO		banking	39	20
US Bancorp/Roger L Breezley	51	Williston ND	North Dakota, BA '60	financial	12	2
US Shoe/Philip G Barach	59	Boston MA	Boston U, BS '51/Harvard, MBA '55	administration	28	21
US Trust/Daniel P Davison	64	New York NY	Yale, BA '49/Harvard, JD '52	banking	10	8
United Technologies/Robert F Daniell	55	Milton MA	Boston U, AS '54	technical	33	3
United Telecom/William T Esrey	49	Philadelphia PA	Denison, BA '61/Harvard, MBA '64	administration	9	4



Universal/Henry H Harrell	49	Richmond VA	Washington & Lee, BA '61	administration	14	1
Unocal/Richard J Stegemeier	61	Alton IL	Missouri, BS '50/Texas A&M, MS '51	technical	38	1
UNUM Corp/James F Orr III	46	Minneapolis MN	Villanova, BS '62/Boston U, MBA '69	banking	3	2
Upjohn/Theodore Cooper	60	Trenton NJ	Georgetown, BS '49/St Louis, PhD '56	technical	9	2
US West/Jack A MacAllister	61	Humeston IA	Iowa, BC '50	administration	39	14
USAir Group/Edwin I Colodny	62	Burlington VT	Harvard, LLB '51	legal	32	14
USF&G/Jack Moseley	57	Birmingham AL	Auburn, BS '53	insurance	36	9
USG/Robert J Day	64	Sharon PA	Penn St, BA '47	sales	39	4
USLife/Gordon E Crosby Jr	68	Remsen IA		marketing	30	23
UST Inc/Louis F Bantle	60	Bridgeport CT	Syracuse, BS '51	marketing	27	16

*Company founder ‡New CEO, less than six months' service

—Salary (000)	Compensation: bonus— % change	other (000)	stk gains (000)	total (000)	Rank among 800 execs	Stock owned: %	mkt val (mil)	Company data[1]: sales (mil)	profits (mil)	Company
$1,064	15%	$28	$4,789	$5,881	20	0.48%	$16.1	$2,335	$210.4	Tribune
793	3	—	—	793	428	0.07	0.6	1,919	87.8	Trinova
NA	NA	—	—	—	—	‡	§	570	24.9	Trustcorp
818	NA	27	274	1,118	278	0.06	1.5	6,982	260.6	TRW
649	98	7	574	1,230	238	0.19	1.6	543	128.9	Tucson Electric
285	NA	—	—	285††	755	0.44	0.3	3,196	3.7	Turner Corp
473	–19	4	—	478	628	0.11	1.8	3,574	53.7	TW Services
930	NA	2,411	—	3,340	48	1.05	13.8	1,792	82.0	Tyco Labs
2,568	–25	43	—	2,612	66	18.84	207.4	2,001	83.5	Tyson Foods
575	0	59	5,790	6,423	17	‡	§	8,982	1,124.3	UAL
342	31	37	—	379	700	0.02	0.1	787	60.2	Union Bank
792	20	14	—	806	421	0.02	0.6	2,661	295.1	Union Camp
1,396	40	7	2,217	3,620	44	0.05	2.3	8,324	662.0	Union Carbide
465	0	2	—	467	637	0.02	0.4	2,029	291.6	Union Electric
1,350	13	127	—	1,477	171	0.02	1.7	6,068	644.0	Union Pacific
424	–6	13	—	437	664	0.34	0.7	327	25.6	Union Planters
734	NA	37	—	770	439	0.41	4.5	1,073	109.3	Union Texas Pet
1,275	0	388	—	1,663	146	0.03	1.2	9,902	680.6	Unisys
295	0	—	—	295	750	0.01	0.1	842	2.3	UA Commun
398	33	10	—	408	678	0.28	0.7	569	9.0	Utd Banks Colo
400	–43	3	—	403	681	36.98	207.5	3,503	60.4	United Brands
451	12	4	2,692	3,147	51	2.33	39.9	284	0.3	United Cable TV
308	15	—	—	308	742	0.08	0.3	519	78.6	United Illum
802	14	190	—	992	333	0.15	1.6	1,032	116.1	United Jersey
451	7	33	79	563	567	16.02	34.7	334	34.5	United Missouri
449	17	155	—	604	536	0.07	0.7	1,381	123.9	US Bancorp
600	24	1,731	—	2,331**	81	0.29	2.3	2,274	5.3	US Shoe
628	NA	2,238	967	3,833	41	6.61	2.5	362	30.6	US Trust
1,148	6	92	—	1,240	235	0.03	1.6	18,000	659.1	United Technol
931	46	—	—	931	354	0.02	0.9	6,493	508.9	United Telecom

We're not sure what this means, but more chief executives were born in New York (78 of them, including 19 from Brooklyn) than any other city. Other popular chief executive birthplaces are Chicago (30) and Philadelphia (19).

379	NA	10	—	389††	693	0.10	0.6	2,705	62.5	Universal
878	NA	272	—	1,151	263	0.05	2.6	8,853	24.0	Unocal
780	63	2	—	782	434	0.05	0.6	2,199	134.8	UNUM Corp
1,006	25	11	634	1,651	148	0.07	3.6	2,754	353.4	Upjohn
1,299	51	28	1,021	2,347	78	0.03	3.6	9,221	1,131.7	US West
631	4	473	156	1,260	221	0.28	5.4	5,707	165.0	USAir Group
910	4	274	—	1,184	252	0.02	0.6	5,582	231.5	USF&G
1,000	20	6	—	1,006	325	1.26	4.0	2,248	125.4	USG
866	13	—	228	1,093	291	0.47	3.3	1,279	70.9	USLife
1,725	12	15	430	2,170	91	0.94	25.3	607	162.2	UST Inc

[1]Sales and profits as reported in the Forbes 500s Annual Directory issue, May 1, 1989. ‡Less than 0.01%. §Less than $100,000. **Prior year data. ††New CEO, cash compensation is for another executive office. NA: Not available.

Corporate America's Most Powerful People

Company/Chief executive	Age	Birthplace	Education—undergraduate/graduate	Background	Tenure (years) with firm	Tenure (years) as CEO
USX/David M Roderick	65	Pittsburgh PA	Pittsburgh, BS '56	financial	36	10
Valhi/Harold C Simmons	58	Alba TX	Texas, BA '51/Texas, MA '52	investment	7	2
Valley Bancorp/Peter M Platten III	49	Green Bay WI	Wisconsin, BBA '62	banking	24	‡
Valley Federal S&L/Dan E Nelms	43	Lake City AR		banking	6	1
Valley National/James P Simmons	64	Wichita Falls TX	Harvard, MBA '47	banking	1	1
VF/Lawrence R Pugh	56	White Plains NY	Colby, BBA '56	marketing	9	7
Viacom/Frank J Biondi Jr	44	New York NY	Princeton, BA '66/Harvard, MBA '68	administration	2	2
Vista Chemical/John D Burns*	56	Houston TX	Rice, BS '56/Harvard, PMD '73	technical	34	5
Vons Cos/Roger E Stangeland	59	Chicago IL	Illinois, BS '51	retailing	29	5
Vulcan Materials/Herbert A Sklenar	57	Omaha NE	Nebr Omaha, BS '52/Harvard, MBA '54	financial	17	3
Wal-Mart Stores/David D Glass	53	Mountainview MO	SW Missouri St, BS '59	financial	13	1
Walgreen/Charles R Walgreen III	53	Chicago IL	Michigan, BS '58	operations	37	18
Wang Laboratories/An Wang*	69	China	Chiao Tung, BS '40/Harvard, PhD '48	technical	38	38
Warner Commun/Steven J Ross	61	Brooklyn NY		financial	27	27
Warner-Lambert/Joseph D Williams	62	Washington PA	Nebr Lincoln, BS '50	marketing	39	4
Washington Mutual/Louis H Pepper	64	Libertyville IL	Wisconsin, BA '50/Wisconsin, JD '51	legal	8	8
Washington National/Robert W Patin	46	Pittsburgh PA	Muskingum C, BA '64	insurance	1	1
Washington Post/Katharine Graham	71	New York NY	Chicago, AB '38	administration	26	16
Waste Management/Dean L Buntrock*	57	Columbia SD	St Olaf, BA '55	administration	33	21
Weis Markets/Sigfried Weis	73	Selinsgrove PA	Yale, BA '38	retailing	51	29
Wells Fargo/Carl E Reichardt	57	Houston TX	USC, BA '56	banking	19	6
Western Capital Inv/Junius F Baxter	65	Topeka KS	Missouri, BA '46/Stanford, MBA '47	banking	39	21
Western S&L/Robert W Stallings	40	Malden MO		banking	‡	‡
Westinghouse/John C Marous	63	Pittsburgh PA	Pittsburgh, BS '47/Pittsburgh, MS '49	technical	40	1
Westvaco/John A Luke	63	Tyrone PA	Yale, BA '48	operations	40	1
Wetterau/Ted C Wetterau	61	St Louis MO	Westminster, BA '52	marketing	37	19
Weyerhaeuser/George H Weyerhaeuser	62	Seattle WA	Yale, BS '49	operations	40	23
Wheeling-Pittsburgh/Wm J Scharffenberger	68	New York NY	Columbia, BS '42	financial	2	2
Whirlpool/David R Whitwam	47	Stanley WI	Wisconsin, BS '67	marketing	21	2
Whitman/Karl D Bays	55	Loyall KY	Eastern Kentucky, BA '55/Indiana, MBA '58	operations	2	2
Whitney Holding/Patrick A Delaney	56	New Orleans LA		banking	35	12
Willamette Inds/William Swindells	58	Oakland CA	Stanford, BS '53	operations	36	7
Williams Cos/Joseph H Williams	55	Tulsa OK	Yale, BA '56	operations	30	10
Wilmington Trust/Bernard J Taylor II	63	Philadelphia PA	Pennsylvania, BS '49	banking	10	10
Winn-Dixie Stores/A Dano Davis	43	New Rochelle NY		retailing	21	7
Wisconsin Energy/Charles S McNeer	63	Gilbert WV	Northwestern, BS '50	technical	39	14
Witco/William Wishnick	64	Brooklyn NY	Texas, BBA '49	administration	47	18
FW Woolworth/Harold E Sells	60	Ozark AR		retailing	44	2
Worthington Inds/John H McConnell*	66	N Manchester WV	Michigan, BA '49	marketing	34	34
Wm Wrigley Jr/William Wrigley	56	Chicago IL	Yale, BA '54	marketing	33	28
Xerox/David T Kearns	58	Rochester NY	Rochester, BS '52	sales	18	7
Yellow Freight Sys/George E Powell Jr	62	Kansas City MO		administration	37	21
Zayre/Maurice Segall	60	Canada	McGill, BA '50/Columbia, MA '52	retailing	11	11
Zenith Electronics/Jerry K Pearlman	50	Des Moines IA	Princeton, AB '60/Harvard, MBA '62	financial	18	6
Zions Bancorporation/Roy W Simmons	73	Portland OR		banking	35	24

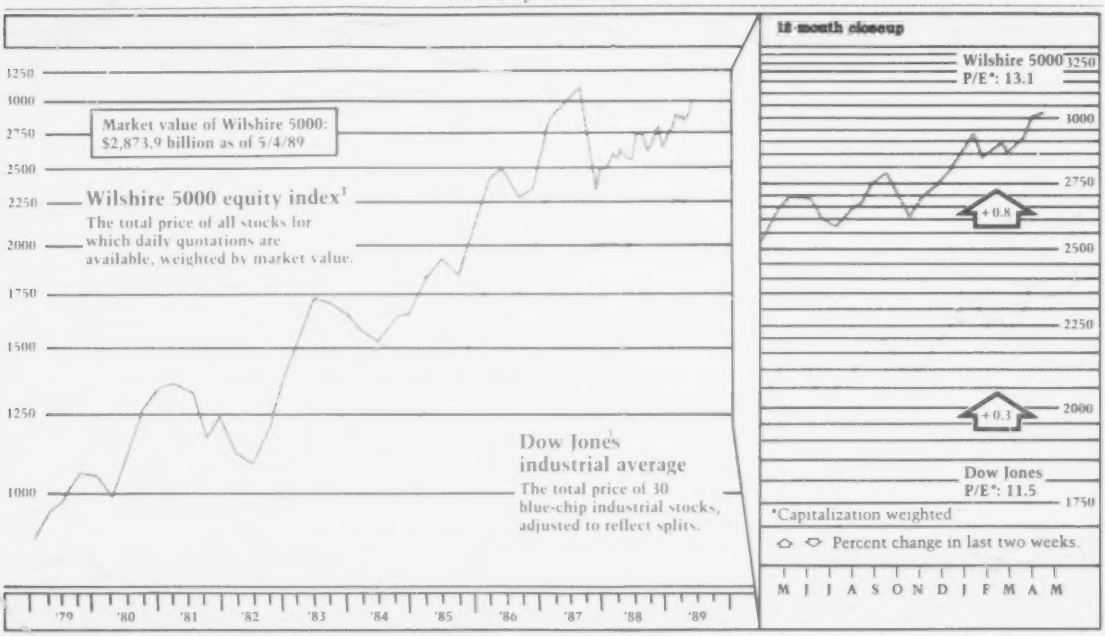
*Company founder ‡New CEO; Forbes has no tenure records

Compensation					Rank	Stock owned		Company data[1]		
—Salary (000)	+ bonus— % change	other (000)	stk gains (000)	total (000)	among 800 execs	%	mkt val (mil)	sales (mil)	profits (mil)	Company
$1,961	NA	—	—	$1,961	108	0.01%	$1.0	$15,792	$756.0	USX
1,323	125%	—	—	1,323	204	0.07	1.1	2,252	80.6	Valhi
250	NA	$9	—	259	769	0.64	1.9	275	26.5	Valley Bancorp
291	80	—	—	291	753	0.05	0.0	333	–3.0	Valley Fedl S&L
594	0	2	—	596	543	0.08	0.4	1,147	62.3	Valley National
985	–8	—	—	985	336	0.05	1.0	2,516	173.7	VF
1,500	0	—	—	1,500	164	‡	$	2,259	–123.1	Viacom
676	NA	16	—	692	479	0.65	5.6	794	123.8	Vista Chemical
597	10	60	—	657	499	2.86	18.9	3,917	–23.9	Vons Cos
708	9	39	$244	990	335	0.22	16.1	1,053	136.0	Vulcan Materials
510	5	26	—	536**	594	0.16	31.0	20,649	837.2	Wal-Mart Stores
648	10	272	—	920	356	0.68	15.7	4,980	135.0	Walgreen
511	30	—	181	692	480	12.88	163.7	3,075	50.3	Wang Labs
4,481	43	861	8,822	14,164**	2	0.66	40.1	4,206	423.2	Warner Commun
1,310	13	245	4,862	6,417	18	0.01	0.6	3,908	340.3	Warner-Lambert
413	3	150	77	639	507	0.22	0.5	584	37.3	Washington Mutl
188	NA	—	—	188	784	0.07	0.2	964	–24.8	Washington Natl
653	–4	792	—	1,445	176	12.04	364.1	1,368	269.1	Washington Post
1,400	8	181	7,002	8,584	12	0.74	79.0	3,566	464.2	Waste Management
397	6	16	—	413	674	32.72	453.0	1,189	82.6	Weis Markets
1,330	17	79	1,034	2,443	72	0.25	9.7	4,853	486.7	Wells Fargo
416	–1	—	—	416	672	0.77	0.7	347	–2.8	Western Capital
450*	NA	—	—	450	650	‡	$	513	–151.7	Western S&L
1,408	44	257	—	1,665	145	‡	0.7	12,500	822.8	Westinghouse
717	NA	43	762	1,522	161	0.35	7.1	2,187	211.4	Westvaco
783	20	30	3,428	4,240	39	5.00	29.8	4,850	42.0	Wetterau
1,100	19	9	—	1,109	281	1.19	69.8	10,004	564.4	Weyerhaeuser
300	50	—	—	300	747	‡	$	1,103	178.8	Wheeling-Pitt
563	21	—	12	576	560	0.02	0.3	4,315	94.1	Whirlpool
1,155	78	281	—	1,436	178	0.32	10.7	3,583	209.8	Whitman
425	0	21	—	446	655	0.17	0.6	226	25.8	Whitney Holding
463	9	15	—	478	627	7.15	84.4	1,716	161.1	Willamette Inds
836	–1	17	102	955	348	0.33	4.0	1,673	98.0	Williams Cos
638	12	11	1,784	2,433	73	0.52	3.3	313	51.8	Wilmington Trust
468	3	20	—	488	618	2.30	44.2	9,088	128.3	Winn-Dixie Strs
427	11	14	—	441	660	0.04	0.8	1,541	183.2	Wisconsin Energy
645	17	—	391	1,035	309	2.01	16.4	1,586	71.6	Witco
1,062	33	771	—	1,833**	122	0.05	1.7	8,088	288.0	FW Woolworth
514	NA	23	121	658	498	14.24	125.2	986	62.8	Worthington Inds
612	10	—	—	612	533	17.50	288.4	891	87.2	Wm Wrigley Jr
901	–21	315	648	1,865	119	0.04	2.7	16,441	387.9	Xerox
693	7	22	—	715	469	3.07	23.1	2,016	69.0	Yellow Freight
700	6	2	—	702**	475	0.41	5.9	1,921	–167.8	Zayre
622	43	—	—	622	525	0.19	0.9	2,686	5.3	Zenith Elec
188	–25	3	—	191	783	8.86	13.2	281	–17.9	Zions Bancorp

[1]Sales and profits as reported in the Forbes 500s Annual Directory issue May 1, 1989. *Annualized salary. —Less than 0.01. ‡Less than $100,000. **Prior year data. ††New CEO. Cash compensation is for another executive office. NA=Not available.

The Forbes/Wilshire 5000 Review

Edited by Steve Kichen


Market value of Wilshire 5000: $2,873.9 billion as of 5/4/89
Wilshire 5000 equity index[1]
The total price of all stocks for which daily quotations are available, weighted by market value.
Dow Jones industrial average
The total price of 30 blue-chip industrial stocks, adjusted to reflect splits.
3250
3000
2750
2500
2250
2000
1750
1500
1250
1000
'79 '80 '81 '82 '83 '84 '85 '86 '87 '88 '89
12-month closeup
Wilshire 5000 P/E*: 13.1
Dow Jones P/E*: 11.5
+0.8
+0.3
*Capitalization weighted
Percent change in last two weeks.
M J J A S O N D J F M A M

Up against a wall. Since peaking at 2419 on Apr. 27, the Dow declined in eight of the last ten trading days but still managed to finish the two-week period ending May 4 with a slight gain. Nevertheless, there are signs—for contrarians—that the current rally may have run its course. For example, according to the *Investor's Intelligence* weekly poll of money managers and market newsletter editors, bearishness is at a 12-month low in that only one in three advisers is gloomy about the market's prospects. The current reading is in sharp contrast to last December's result from the New Rochelle, N.Y.-based firm, when 55% of advisers were bearish. Another contrary indicator, the Chicago Board Options Exchange put/call ratio, shows a high degree of bullishness. This ratio is at 28%, indicating that investors are buying many more calls than puts.

The Wilshire index, which measures the market value of all traded stocks, once again exceeds $3 trillion. At its August 1987 peak the Wilshire hit $3.3 trillion.

Closeup On the Equity Markets

Performance of six leading indexes

Percent change	Wilshire 5000	Forbes 500[2]	Dow Jones industrials	NYSE Composite	Amex Market Value Index	NASDAQ Composite
in last 4 weeks	4.2	4.1	4.1	3.7	4.8	5.2
in last 52 weeks	17.6	17.4	18.1	17.5	14.4	13.1

Stock performance based on six key investor yardsticks[3]

Percent change	Company size		Volatility[4]		P/E multiple		Dividend yield		Growth profile[5]		Share price	
	large	small	high	low	over 21	under 8	over 4.5%	none	high	low	over $34	under $4
in last 4 weeks	4.2	6.1	5.2	2.4	4.6	3.0	1.8	4.4	5.1	3.3	4.2	2.6
in last 52 weeks	20.2	17.7	11.5	8.5	24.9	12.7	3.4	17.7	12.6	14.8	23.0	–1.2

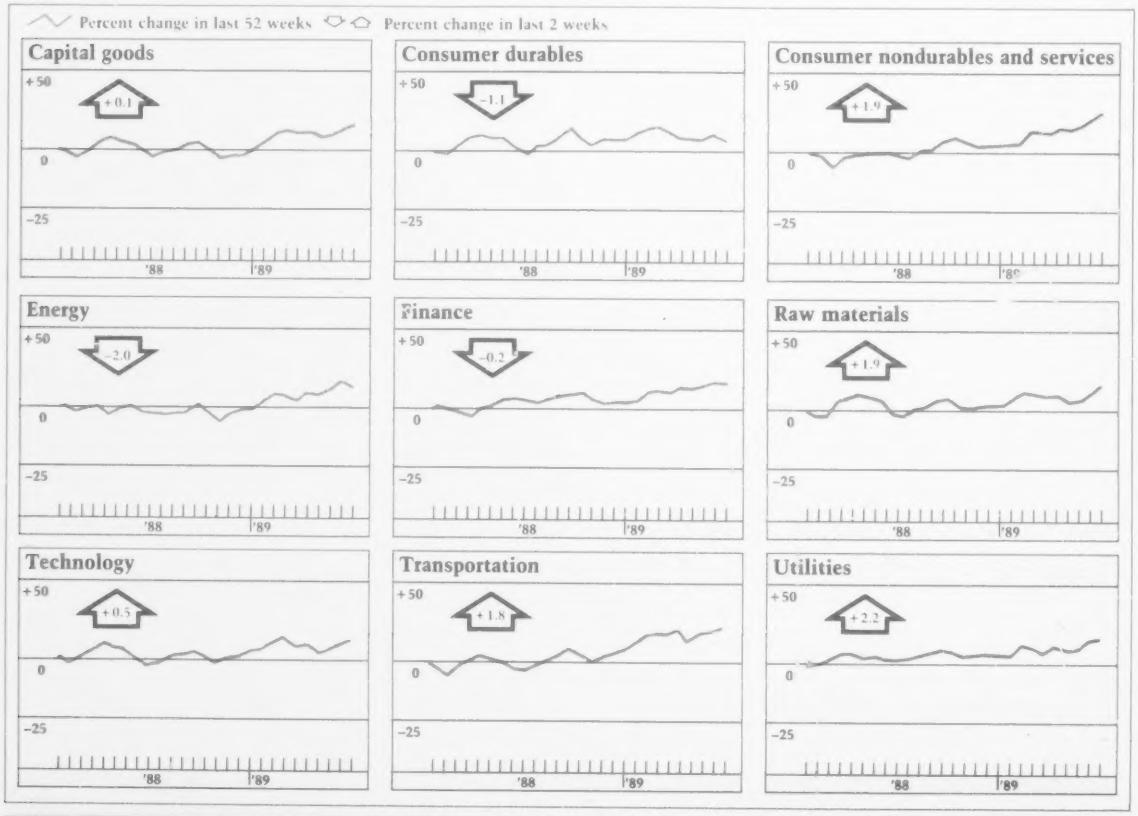
[1]Wilshire index reflects price performance. It differs slightly from market value of outstanding stocks because of retirements of equity since index was created. [2]Based on sales. [3]Equal weighted indices containing all shares with market capitalizations over $10 million. [4]A stock's sensitivity to overall market movement. High-volatility issues have wide price fluctuations; low-volatility issues are more stable. [5]A quantitative evaluation of a stock's growth image, determined by Wilshire Associates.

Note: All data for periods ending 5/4/89. Prepared by Wilshire Associates, Santa Monica, Calif.

Where the Action Is

Oil stocks slid backward in response to weakening oil prices. While six of the nine Wilshire sectors advanced over the last two weeks, the energy group fell 2%. Texas Eastern, Amerada Hess and American Barrick Resources all posted declines of more than 5%. Utility issues, led by U.S. Cellular, Contel Cellular and McCaw Cellular, were the best-performing group over the last two weeks.

By playing hard to get, Citizens & Southern thwarted NCNB's takeover attempt, but its stock took it on the chin when the deal fell through. The Atlanta, Ga.-based regional bank dropped by more than 15% when NCNB changed its mind and thought better of pursuing Citizens in a hostile manner. As a result, NCNB advanced 12% for the two-week period.



What the Analysts Think

Technology's trailing edge. Security analysts scaled back their 1989 forecasts for six of the nine Wilshire sectors, with technology stocks showing the sharpest estimate cuts over the last two weeks. Among the firms in this group with lower estimates: Frequency Electronics, Io-'mega Corp., Radiation Systems and Wang Labs.

Forecasting the Forbes Sales 500

Performance period	Average earnings per share	P/E
latest 12 months	$3.34	12.5
1989 estimates	3.87	10.8
1990 estimates	4.21	9.9

Rank based on change in estimate	Sector	Estimated 1989 EPS	Estimated 1989 P/E	% change in 1989 estimate in 2 weeks	% change in 1989 estimate in 4 weeks
1	Raw materials	$3.45	9.3	0.38%	0.48%
2	Energy	3.31	11.8	0.34	0.59
3	Capital goods	3.00	12.8	0.33	0.37
4	Consumer nondurables	2.73	14.0	-0.13	-0.39
5	Utilities	3.05	10.7	-0.23	-0.29
6	Finance	3.73	8.5	-0.27	-0.66
7	Consumer durables	4.25	10.1	-0.43	-2.34
8	Transportation	2.84	10.8	-0.59	0.66
9	Technology	3.09	11.4	-0.82	-1.57

Earnings projections are capitalization-weighted consensus estimates from over 3,000 security analysts. Data are compiled and updated continually by the Institutional Brokers Estimate System (IBES), a service of Lynch, Jones & Ryan, a New York-based brokerage firm.

Note: All data for periods ending 5/4/89. Prepared by Wilshire Associates, Santa Monica, Calif.; IBES, a service of Lynch, Jones & Ryan, New York.

Wall Street is paying too much attention to pharmaceutical products on the come and not enough to the here and now.

Wrong medicine

By Evan Starza and Douglas Kortrey

If you listened to the bulls on Upjohn in 1987, you probably thought its Rogaine baldness treatment was just about the most important drug since aspirin. The stock vaulted to 35 times earnings before Rogaine gained approval for sale in the U.S. But now, nine months after Rogaine's release, sales are below expectations. Upjohn's stock is down 43% from its August 1987 peak.

It happens all the time in the drug business. Not quite eight years ago (Forbes, *Sept. 14, 1981*) we listed analysts' picks of the most promising wonder drugs in the pipeline. Half of the eight would-be blockbusters turned out to be clunkers, including SmithKline's Auranofin for arthritis, Sterling's Inoclor for cardiac failure, and Lilly's antibiotic Moxalactam. Each was expected to yield around $500 million in sales. In fact, they haven't even reached $200 million combined.

Yet stock prices rose and fell on speculation over these drugs.

There's a valuable lesson here for investors. The pharmaceutical industry as a whole has good prospects. It stands to prosper from an aging population and expanding federal and private medical insurance. There is also the takeover angle. And the number of big players in the business is fairly limited: There are now only 12 domestic players with revenues over $1 billion.

Under these circumstances the industry is attractive, not on wild hopes for wonder drugs, but for its everyday products. Which drug stocks look the cheapest? The following table provides some insight here. It ranks the 12 largest drug firms by the total-price-to-sales ratio. (To get this figure, we added each company's total debt to its common stock market value to get a total price, then divided by sales.)

Merck is at one extreme; it will cost you $4.56 to get a dollar's worth of sales there. At Upjohn the price is just less than half that. The stock market is rewarding Merck for its supposed superiority in research and development—for its future blockbusters, that is. But that, as history seems to show, is a weak reed for stock prices.

Of course, Merck's profit margin is also fatter than Upjohn's, but time could alter this relationship. In what is clearly a growth industry, Upjohn stock looks cheap. ■

Just say no

Overpriced drug companies can be harmful to an investor's health. The 12 largest drug companies in the U.S. are ranked below on their total-price-to-sales ratios. (Total PSR is explained above.) Merck and Syntex have the highest profit margins, but even so, their price-to-sales ratios leave little room for disappointment.

Company	Price: recent	Price: 52-week change	Market value ($mil)	Total debt ($mil)	Sales: total ($mil)	Sales: % drugs	Price to: earnings	Price to: cash flow	Net profit margin	Total PSR
Warner-Lambert	87	33%	$5,899	$512	$4,000	31%	16.5	13.5	8.9%	1.60
Rorer Group	40	30	1,268	533	1,064	100	20.0	10.7	6.0	1.69
SmithKline Beckman	62	18	7,707	1,208	4,828	54	40.0	17.1	4.0	1.85
Pfizer	62½	16	10,525	964	5,524	64	13.0	10.7	14.7	2.08
Upjohn	30⅛	6	5,652	474	2,839	81	15.7	12.4	12.7	2.16
Bristol-Myers	48⅞	24	14,076	389	6,055	42	16.5	14.7	14.1	2.39
American Home Products	93⅛	24	13,606	20	5,608	47	14.2	12.7	17.1	2.43
Schering-Plough	66⅛	38	7,454	1,002	3,049	74	18.0	14.9	13.6	2.77
Squibb	77⅜	29	7,598	260	2,652	86	17.2	15.7	16.7	2.96
Eli Lilly	54⅛	35	15,455	604	4,223	44	19.0	16.0	19.2	3.80
Syntex	46⅛	36	5,426	271	1,336	90	17.0	15.6	23.9	4.26
Merck	67⅜	30	26,694	1,018	6,074	92	20.9	18.9	21.0	4.56

Sources: Value Line and Media General Database Services [illegible]